DRAFT 2017-2022

INTEGRATED DEVELOPMENT PLAN

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ABBREVIATIONS USED IN THIS DOCUMENT

BEE	-	Black Economic Empowerment
CBD	-	Central Business District
CBPWP	-	Community Based Public Works Programme
CDC	-	Community Development Co-operative
CHARM	-	Comprehensive Hazard and Risk Management
CIF	-	Capital Investment Framework
CIP	-	Comprehensive Infrastructure Plan
COGTA	-	Co-operative Governance and Traditional Affairs
CRA	-	Customer Relationship Assessment
CSC	-	Community Service Centre
DBSA	-	Development Bank of South Africa
DEA	-	Department of Environmental Affairs
DIMS	-	District Information Management System
DCOGTA	-	Department of Cooperative Governance and Traditional
DMC	-	Disaster Management Centre
DMR	-	Department of Mineral Resources
DMF	-	Disaster Management Framework
DMP	-	Disaster Risk Management Plan
DOE	-	Department of Education
DOHS	-	Department of Human Settlements
DSEDS	-	District Spatial Economic Development Strategy
DOT	-	Department of Transport
DWAF	-	Department of Water Affairs and Forestry
ECD	-	Early Child Development
EDTEA	-	Department of Economic Development, Tourism and Environmental Affairs
EIA	-	Environmental Impact Assessment
EMF	-	Environmental Management Framework
EMP	-	Environmental Management Procedure
EPWP	-	Extended Public Works Programme
EXCO	-	Executive Committee
FY	-	Financial Year
GE	-	Gender Equity
GGP	-	Gross Geographical Product
GIS	-	Geographical Information System
HIV/AIDS	-	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
ICT	-	Information Communication Technology
IDP	-	Integrated Development Plan
IEP	-	Integrated Environmental Programme
ISEDS	-	iLembe Spatial Economic Development Strategy
IRSDP	-	iLembe Regional Spatial Development Plan
IWMP	-	Integrated Waste Management Plan
KPA	-	Key Performance Area
KPI	-	Key Performance Indicator
KZN	-	KwaZulu-Natal
LED	-	Local Economic Development
LM	-	Local Municipality

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LRAD	-	Land Redistribution for Agricultural Development
LRI	-	Lower Respiratory Infection
LUMF	-	Land Use Management Framework
LUMS	-	Land Use Management System
MANCO	-	Management Committee
MEC	-	Member of the Executive Council (Local Government and Traditional Affairs)
MFMA	-	Municipal Finance Management Act No. 56 of 2003
MIG	-	Municipal Infrastructure Grant
MTCF	-	Medium-term Capital Framework
MTCT	-	Mother-To-Child HIV Transmission
MTEF	-	Medium-Term Expenditure Framework
MTSF	-	Medium-Term Strategic Framework
NDMF	-	National Disaster Management Framework
NDP	-	National Development Plan
NHBRC	-	National Home Builders Registration Council
NSDP	-	National Spatial Development Perspective
NWMS	-	National Waste Management Strategy
OVC	-	Orphaned and Vulnerable Children
PA	-	Planning Authority
PACA	-	Participatory Appraisal of Competitive Advantage
PGDS	-	Provincial Growth and Development Strategy
PMS	-	Performance Management System
PMU	-	Project Management Unit
PPP	-	Public-Private Partnership
PSEDS	-	Provincial Spatial Economic Development Strategy
PTP	-	Public Transport Plan
RDP	-	Reconstruction and Development Programme
RIDS	-	Regional Industrial Development Strategy
R&R	-	Repairs and Renovations
RRTF	-	Rural Road Transport Forum
RSC	-	Regional Service Centre
SADC	-	Southern Africa Development Community
SEA	-	Strategic Environmental Assessment
SDF	-	Spatial Development Framework
SDG	-	Sustainable Development Goals
SDBIP	-	Service Delivery and Budget Implementation Plan
SDP	-	Site Development Plan
SMME	-	Small, Medium and Micro Enterprise
SONA	-	State of the Nation Address
SPLUMA	-	SPATIAL PLANNING AND LAND USE MANAGEMENT ACT
TA	-	Tribal Authority
TBC	-	To Be Confirmed
TLC	-	Transitional Local Council
UAP	-	Universal Access Plan
VTC	-	Voluntary Testing and Counselling
WSB	-	Water Services Backlog
WSDP	-	Water Services Development Plan

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FOREWORD BY HIS WORSHIP THE MAYOR

HIS WORSHIP THE MAYOR: CLLR S.S GUMEDE

It brings me great pleasure to present to the communities of iLembe, the 2017/18 Integrated Development Plan. This IDP is particularly important as it provides a roadmap for the development of region throughout this the 4th Council of iLembe District Municipality. The priorities and strategic interventions of this Council, that will guide this IDP and subsequent reviews, were formulated during the municipal strategic planning session that was held from 24 to 27 October 2017.

This new 5 year IDP illustrates this Council's commitment to eradicating service backlogs for water and sanitation. The infrastructure projects that have been included in this IDP stem from the recently adopted water and sanitation masterplan which provides a long term development outlook for infrastructure to cater for the domestic and economic demands of our district.

The current Council is committed to building upon the work of our predecessors, particularly on issues of clean administration. One of the focus areas pronounced in this IDP is the need for the municipality to maintain a clean audit opinion from the Auditor General. Improving the municipality's financial position is of principal importance, in this respect we will ensure sound revenue and expenditure management mechanisms are implemented throughout this term of office.

The 4th Generation IDP presents this Municipality with an opportunity to translate the District Growth and Development Plan into implementable programmes with the necessary budget allocation. In this respect our implementation plan, which is included in Chapter Six, provides a framework to practically demonstrate the alignment between the DGDP Goals and the strategic intervention areas that have identified by this Council. This will be our plan of action throughout this current term of office.

During the 2017 State of the Nation Address, His Excellency President J.G Zuma reiterated governments' commitment to growing the economy and job creation utilising the nine point plan. The initiatives on agro-processing and Operation Phakisa (ocean economy) will be receiving specific focus from our development agency, Enterprise iLembe. In addition to this, programmes such as the LED partnership with the Swiss Government, AgriParks, and the Renewable Energy Hub in Mandeni are amongst our priorities and will play a central role in the fight against the triple challenges of poverty, unemployment and inequality.

As we continue to tackle the multiple socio-economic challenges that presently confront our people, it is rather befitting that, in the year of Oliver Reginald Tambo's centenary, we echo his insightful words "At no stage should we ever allow the strategic initiative to shift to the other side. Let us, therefore, root ourselves amongst the people, live their experiences, share their trials and tribulations and, jointly with them, find ways and means to advance our cause…"

CHAPTER 1: EXECUTIVE SUMMARY

1.1 WHO ARE WE?

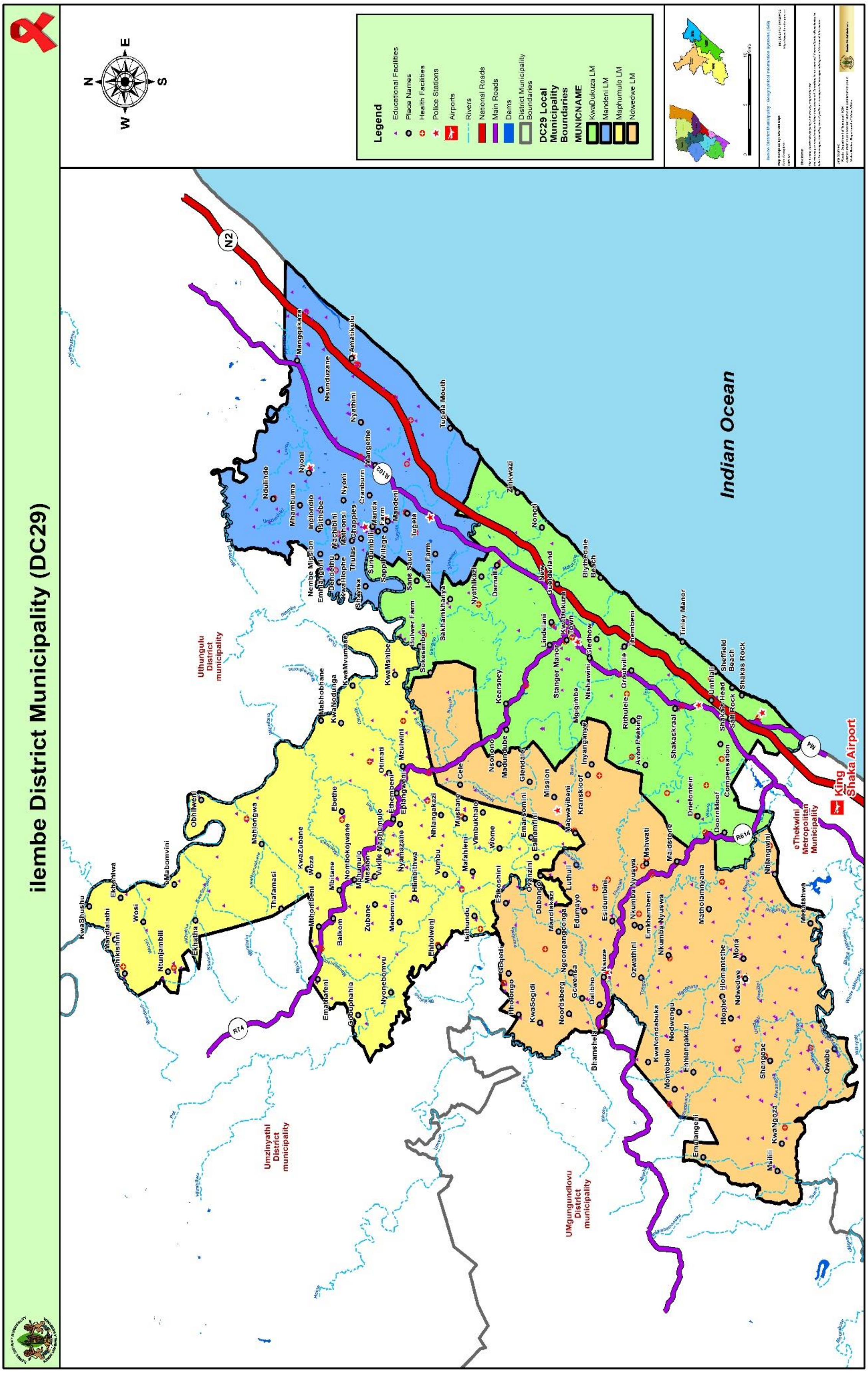
The iLembe District Municipality (DC29) lies on the east coast of KwaZulu-Natal, between eThekwini Metro in the south and King Cetshwayo District in the North. To the West, iLembe is bordered by two Districts; UMgungundlovu and uMzinyathi. At 3 260km², this is smallest of the 10 KZN District Municipalities with a total population of approximately 657,612 (Statics SA 2016). ILembe District is constituted by four Local Municipalities; Mandeni, KwaDukuza, Ndwedwe and Maphumulo.

iLembe is located between two of Africa's busiest ports, Durban and Richards Bay, on the primary economic development corridor in the province, and is therefore well positioned not only to local, but also international markets, the King Shaka International Airport and the Dube Trade Port just a few kilometres from the southern border of iLembe has amplified what was already a prime investment destination. The District is made up of 45 Traditional Authority (TA) areas where settlement is controlled by Traditional Authorities according to a traditional land tenure system. These TA areas cover approximately 63% of the total area where the State and the Ingonyama Trust own the majority of the land within Municipality of Maphumulo, the lower reaches of Ndwedwe (69%) and coastal and inland reaches of Mandeni (49%).

The northern areas of Ndwedwe, the central corridor of Mandeni and KwaDukuza Municipality are the commercial farming hubs of the District. The commercial farming areas of KwaDukuza, Mandeni and Ndwedwe (31% of the iLembe District) are mainly under privately owned sugar cane. Areas of urbanisation in the District comprise of KwaDukuza/Stanger, Mandeni, the Dolphin Coast and Nkwazi Land uses within these areas are typically urban mixed uses with high levels of infrastructural and service development and an adequate provision of social facilities and services to support the resident populations. Industrial development is concentrated in KwaDukuza, IsiThebe and Darnall, most notably the Gledhow and Darnall sugar milling operations at Stanger and the Sappi Paper mills at Mandeni.

Informal settlements with limited facilities or infrastructural services occur on the periphery of the developed areas and within the towns of iLembe. Village centres such as Maphumulo and Ndwedwe in the west, Nyoni and Mbizimbelwa in the north comprise of commercial and service development in the rural areas. They largely exist in association with a magistrate's court, clinic, pension pay point, health, education and welfare office or similar state service. Wholesale commercial activities have expanded and these villages have emerged as supply centres and transportation hubs to the remote rural areas of iLembe.

Despite its strategic location, iLembe faces numerous economic challenges such as the high levels of poverty in the rural inland areas, which contrasts with rapid development along its coastal regions. The District has been proactive in developing Enterprise iLembe, a broad based institution aimed at facilitating local economic development in response to its challenges of high rates of unemployment and correspondingly high levels of poverty.



MAP 1: OVERVIEW OF THE ILEMBE REGION

1.2 DEVELOPING THE ILEMBE IDP

The Municipal Systems Act (No.32) of 2000 requires that local government structures prepare an Integrated Development Plan (IDP). Over the next 5 years the iLembe District Municipality for speedy service delivery committed to address poverty, the people's needs and job creation. The new 4th Generation 2017-2022 IDP cycle marks the beginning of preparing and implementing the new 5 years strategic plan for iLembe Family of Municipalities.

This new 5 year 2017-2022 IDP will aim to align the Local Municipalities' IDPs and ensure cross-sectoral integration and vertical and horizontal alignment in respect of national and provincial government initiatives, strategic directives, policies and procedures, including EPWP, within the context of the Credible IDP Framework.

For the purpose of this iLembe 2017-2022 IDP shall be referred to as the "principal IDP". The principal IDP will undertake a comprehensive review and analysis of the iLembe District Municipality, specifically highlighted economic and infrastructural backlogs, together with the developmental challenges. These serve as the baseline for municipal service delivery, monitoring and performance that the principal IDP set out specific objectives and strategies to address these backlogs and challenges.

A Process and Framework Plan to guide the iLembe 2017-2022 IDP was considered and approved by the Council on 28 September 2017. The Plan sets out comprehensively the process of review, including timeframes for achieving certain milestones. It details responsibilities, methodology, mechanism for community participation and alignment with other stakeholders. The Local Municipalities Process Plans plays an important tool in determining and influencing the budgetary processes within the context of the iLembe District IDP.

Key Elements to be addressed in the new 5 year 2017-2022 IDP process:

- **Incorporation of comments from various Role Players:** The comments received during the previous IDP review from role players will be recorded, considered and incorporated where appropriate to contribute to the incremental improvement of the strategic nature of the IDP.
- **Incorporate comments from Provincial MEC Panel:** The focus is on the strategic influence of the IDP that is the result of the comments received from the Provincial MEC panel on the previous 2016/17 IDP and the new 5 year 2017-2022 IDP will aim to address all the outstanding comments as far as possible.
- **Review & inclusion of new/additional information**: This refers to historical information which might not have been available or accessible before as well as newly statistical, strategy and or research information available. As before the focus is not on generating a cumbersome volume of development information, but merely to evaluate and extract key information. The 2017/2020 Medium Term Strategic Framework outlines the strategic direction for National and Provincial government for the fifth term.
- **Alignment of Sector Plans:** The alignment of both district wide and municipal sector plans and other relevant research studies always forms part of the IDP review process and especially newly available plans will be considered and incorporated.
- **Alignment of IDP with Provincial Programmes & Policies:** Through especially the Provincial Growth and Development Strategy (PGDS), the co-ordination of provincial departmental strategic plans and budgets has been becoming increasingly important. The available Medium Term Expenditure Framework budgets from the various provincial departments will be incorporated within the IDP and budget as far as possible.

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1.3 DEVELOPMENT CHALLENGES

The development challenges and key issues that need to be addressed in the iLembe context revolve around the fact that the communities residing in the rural areas are more severely affected by poverty and service backlogs than the urban community.

The following infrastructural characteristics, issues and challenges impact on the future development of the iLembe District and need to be taken forward in the IDP Process:

- The provision of basic infrastructure is hampered by the topographic constraints, low densities and low affordability levels, particularly in rural and traditional areas.
- Service infrastructure in iLembe's urban areas needs upgrading and maintenance.
- Rural areas are severely affected by a lack of basic services and continued service delivery backlogs.
- Bulk water supply is a major constraint that effects the entire District and in urgent need of attention.
- 22% of the population still do not have access to clean water and obtain water from rivers and streams. This poses a health risk with further implications regarding the provision of social services.
- In the main, urban areas have proper water borne sanitation systems, but rural areas rely on pit latrines or no system at all. This places tremendous strain on the environment and poses a health risk.
- Refuse removal is limited to the urban area. Dumping of refuse has become a major problem, particularly in denser rural settlements. This poses serious environmental problems and risks. Efforts are needed to increase people's awareness of the advantages of good waste management practices.
- The municipality is currently experience severe drought conditions which further inhibits the ability to provide a sustainable supply of water to residents.
- Funding for bulk infrastructure remains a significant hindrance to the municipality's ability to executive its legislative obligations to citizens.
- Drought conditions – water shortages.

1.4 MUNICIPAL VISION

"By 2030 iLembe District Municipality will be a sustainable people centred economic hub providing excellent services and quality of life"

LONG TERM DEVELOPMENT VISION IRSDP 2050

The iLembe District Municipality, following comprehensive consultation with its constituent Local Municipalities, adopted its long term development plan, outlining a development trajectory to 2050.

This plan is premised on a vision to create a "sustainable region" which is underpinned by the following five (5) pillars:

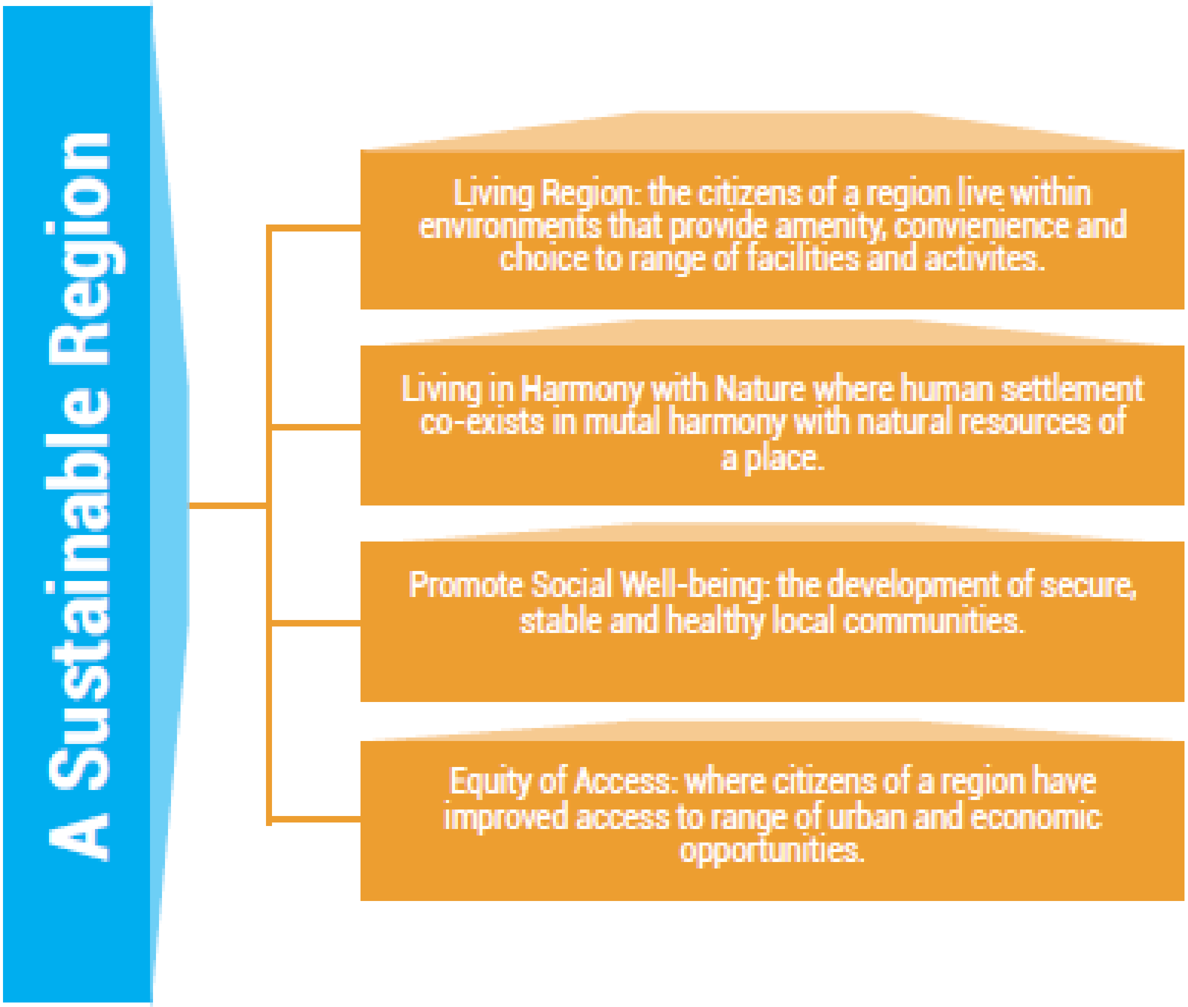

FIGURE 1: 5 PILLARS

1.5 ILEMBE STRATEGIC PLAN

Section 25 of the Municipal Systems Act states that each municipal Council must, after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality. Considering this, the ILembe District embarked on a process to review and refine its plans in the context of changing needs and new developments.

ILembe Strategic Planning session took place on 24 - 27 October 2016, to reflect the challenges, performance and progress of development initiatives of the current term of office, consolidate implementation plans for projects, programmes and pave the way for crafting the new five year 2017-2022 Integrated Development Plan (IDP) with its newly elected Council.

The table illustrates iLembe's 5 Year strategic objectives aligned to the 14 National outcomes, Provincial Growth and Development Strategy (PGDS) and iLembe's District Growth and Development Plan (DGDP) as follows:

KPA 1: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT				
IDP REF.	**NATIONAL OUTCOME**	**PGDS GOALS**	**ILEMBE DGDP PRIORITY**	**5 YEAR STRATEGIC OBJECTIVE**
MTI01	*4: Decent Employment Through Inclusive Economic Growth* *5: A Skilled And Capable Workforce To Support An Inclusive Growth* *9: Responsive, Accountable, Effective And Efficient Local Government*	*1: Inclusive Economic Growth* *2: Human Resource Development*	Effective Governance, Policy and Social Partnerships	To establish an efficient and productive administration
MTI02				To ensure a sustainable and healthy environment
MTI03				To provide and maintain an effective Document Management System
MTI04				To ensure effective governance through regular Council meetings
MTI05				To provide legal advice and ensure resolution of legal matters against and/or on behalf of the municipality
MTI06				To provide an innovative, effective and efficient Information and Communication Technology service.

KPA 2: LOCAL ECONOMIC DEVELOPMENT (LED) & PLANNING				
IDP REF.	**NATIONAL OUTCOME**	**PGDS GOALS**	**ILEMBE DGDP PRIORITY**	**5 YEAR STRATEGIC OBJECTIVE**
LED01	*4: Decent employment through inclusive economic growth* *6: An efficient, competitive and responsive economic infrastructure network* *7:Vibrant, equitable and sustainable rural communities and food security for all*	*1: Inclusive economic growth* *3: Human & Community Development* *5: Spatial Equity* *6: Environmental Sustainability*	A diverse and growing economy, promote social well-being	To improve co-ordination of LED in the District
LED02				To upscale Agriculture development in the district
LED03				To capitalize on tourism potential of the District
LED04				To increase Manufacturing output within the district.
LED05				To ensure job creation
LED06				To create an ICT platform available to everyone
LED07				To facilitate co-ordinated planning and development

KPA 3: BASIC SERVICE DELIVERY				
IDP REF.	**NATIONAL OUTCOME**	**PGDS GOALS**	**ILEMBE DGDP PRIORITY**	**5 YEAR STRATEGIC OBJECTIVE**
BS01	*8: Sustainable human settlements and improved quality of household life* *9: Responsive accountable, effective and efficient local government system*	*1: Inclusive economic growth* *4: Strategic Infrastructure*	Equity of access A liveable region	To ensure access to potable water for domestic consumption and support local economic development
BS02				To ensure access to basic sanitation for domestic purposes and support local economic development
BS03				Monitor Siza Water concession contract
BS04				Create job opportunities through Infrastructure Project

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KPA 4: FINANCIAL VIABILITY & MANAGEMENT				
IDP REF.	**NATIONAL OUTCOME**	**PGDS GOALS**	**ILEMBE DGDP PRIORITY**	**5 YEAR STRATEGIC OBJECTIVE**
FV01	*9:Responsive accountable, effective and efficient local government system*	*7: Governance and Policy*	Effective governance, policy and social partnerships	To ensure sound revenue management
FV02				To ensure sound budgeting and compliance principles
FV03				To ensure sound expenditure management
FV04				To procure quality goods and services in a cost effective, transparent, competitive, equitable and efficient manner within the policy framework
FV05				To maintain a clean audit opinion
FV06				To ensure sound and effective asset management

KPA 5: GOOD GOVERNANCE & PUBLIC PARTICIPATION				
IDP REF.	**NATIONAL OUTCOMES**	**PGDS GOALS**	**ILEMBE DGDP PRIORITY**	**5 YEAR STRATEGIC OBJECTIVE**
GP01	*9: Responsive accountable, effective and efficient local government system*	*7: Governance and Policy*	Promote social well-being, effective governance, policy and social partnerships & a liveable region	To strengthen partnership with various stakeholders through communicating municipal business
GP02	*12: An efficient, effective and development orientated public service and an empowered, fair and inclusive citizenship*	*3: Human and Community Development*		To promote accountability and deepen democracy through capacitating the community to participate and support municipal business.
GP03				To ensure prevention and mitigation against disasters
GP04				To improve the quality of life within the district
GP05				To preserve our History and heritage
GP06				Compliance and good Governance
GP07				To provide independent, objective assurance and consulting services designed to add value and improve the municipality's operations.
GP08				To implement and maintain compliant, effective and efficient enterprise risk management systems and processes.
GP09				To improve the quality of life within the district
GP010				To ensure effective Organisational Performance Management
GP011				To ensure that the entity administration is governed by the sound and effective values and principles as outlined in the constitution of South Africa

TABLE 1: STRATEGIC OBJECTIVES

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1.6 HOW DO WE MEASURE OUR PERFORMANCE?

As prescribed in Section 40 of the Municipal Systems Act 2000, ILembe District Municipality must create mechanisms to monitor and review its Performance Management System (PMS) so as to measure, monitor, review, evaluate and improve performance at organisational, departmental, and individual employee levels. Section 34 of the Municipal Systems Act further requires the Integrated Development Plan to be reviewed on an annual basis which should also encompass the review of key performance indicators and performance targets.

The organisational scorecard is submitted to the Executive Committee for consideration and review on a quarterly basis. The reporting takes place in October (for the period July to end of September) January (for the period October to the end of December), April (for the period January to end of March), and July (for the period April to the end of June). The review in January will coincide with the mid-year performance assessment as per Section 72 of the MFMA. This Section determines that the accounting officer must, by 25 January of each year, assess the performance of the municipality and report to the Executive Committee via the Mayor on, inter alia, its service delivery performance during the first half of the financial year and the service delivery targets and performance indicators as set out in its SDBIP.

The iLembe District Municipality Key Performance Areas are aligned with those of National Government as follows:

- *Monitoring, Evaluation and Sustainable Environment (Office of the Municipal Manager)*
- *Municipal Transformation and Institutional Development*
- *Basic Service Delivery*
- *Local Economic Development(LED)*
- *Municipal Financial Viability and Management*
- *Good Governance and Public Participation*

In doing so, the Municipality has clearly aligned identified challenges with key performance areas as an element of the Performance Management System which includes Service Delivery and Budget Implementation Plan (SDBIP) for Section 56 Management. The key performance areas are aligned under each directorate in Chapter 6 of the IDP.

1.7 SPATIAL STRUCTURE OF THE ILEMBE DISTRICT

The prevailing settlement structure is influenced by the existence of major commercial agricultural activities in the east, the existence of a series of east–west linkages and particular opportunities of the coast. The main urban and economic settlements of the District are located along the R102 and north-south rail linkage occurring in particular at the main intersections of R102 with the R614 and R74. This includes the development of Tongaat (located outside of the District) in the south, Groutville, Stanger, Darnall and Mandeni/Isithebe in the north.

Peri-urban settlements have emanated from the urban centres in the District with emerging rural settlements occupying many of the areas west of the commercial agricultural activities. The more inaccessible areas of the west are mostly occupied by a series of low density rural settlements. Coastal settlements situated in accessible areas, primarily in KwaDukuza and Mandeni, have until recently been relatively small and limited, but increased focus on tourism and associated residential accommodation have resulted in a substantial increase in these developments. Physical and social support services and facilities are in general mainly located in the urban centres, including the peripheral centres of Ndwedwe and Maphumulo. Smaller existing commercial and light industrial developments are largely of local significance.

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Commercial agricultural activities take up the major portion of the District, substantially located in the flatter eastern parts of the District. Relatively minimal diversification has taken place and activities relate mainly to the growing of sugar cane. The majority of the agricultural developments in the western parts are traditional subsistence farming activities.

The following spatial characteristics, issues and challenges impact on the future development of the iLembe District and need to be taken forward in the IDP Process:

- Ranging from sea level to approximately 1000m above sea level, topographic and conditions that range from flat and softly undulating in the east to steep and fragmented in the west have a significant impact on the existing and future development of the area.
- While the coast offers significant opportunities for tourism, the topographic conditions in the west include substantial areas of dramatic and scenic rural conditions that have largely remained unused.
- Topographic conditions influence road and rail linkages substantially.
- Movement and accessibility has a significant impact on the urban and economic development of the area with most of the development taking place in the vicinity of the major linkages in the east and along the coast.
- Since much of the remainder of the flat coastal band is utilised for commercial agriculture; semi-rural and rural settlements are largely confined to the western parts.
- Peri-urban development has taken place in the vicinity of major access corridors and economic development nodes.
- There is a substantial concentration of economic, commercial, manufacturing and industrial activities around the major linkages in the eastern part of the District.
- Significant settlement densification has taken place in the vicinity of major access roads and local nodes throughout the District.

*More information on the spatial restructuring of iLembe is discussed under **Chapter 5** of this document and expanded within the attached Spatial Development Framework 2015/16 at **Annexure A.***

CHAPTER 2: PLANNING AND DEVELOPMENT PRINCIPLES & GOVERNMENT PRIORITIES

2.1 PLANNING AND DEVELOPMENT PRINCIPLES

Listed below are some of the principles that guide the direction of planning and development within iLembe District. These principles stem from different legislation and policy documents that have been developed at National and provincial level with a strong influence from international policy.

- Promoting Infill development and compaction of urban form(DFA Principles)
- Development must optimise the use of existing resources and infrastructure in a sustainable manner (DFA Principles, SPLUMA, CRDP, National Strategy on Sustainable Development)
- Basic services (water, sanitation, access and energy) must be provided to all households (NSDP)
- In localities with low demonstrated economic potential, development/investment must concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief programmes (NSDP)
- Address the inclusion of persons and areas that were previously excluded, with an emphasis on informal settlements, former homeland areas and areas characterised by widespread poverty and deprivation (SPLUMA)
- Prime and unique agricultural land, the environment and other protected lands must be protected and land must be safely utilised (SPLUMA)
- Engagement with stakeholder representatives on policy, planning and implementation at national, sectoral and local levels is central to achieving coherent and effective planning and development (SPLUMA).
- If there is a need for low-income housing, it must be provided in close proximity to areas of opportunity (“Breaking New Ground”: from Housing to Sustainable Human Settlements)
- Environmentally responsible behaviour must be promoted through incentives and disincentives (National Strategy on Sustainable Development, KZN PGDS).
- The principle of self-sufficiency must be promoted. Development must be located in a way that reduces the need to travel, especially by car and enables people as far as possible to meet their need locally. Furthermore, the principle is underpinned by an assessment of each areas unique competencies towards its own self-reliance and need to consider the environment, human skills, infrastructure and capital available to a specific area and how it could contribute to increase its self-sufficiency (KZN PGDS).

2.2 GOVERNMENT PRIORITIES

This chapter of the IDP seeks to highlight some of the international, national and provincial goals and priorities that the District is guided by and where it is relevant, what programmes respond to the different mandates brought forward.

2.2.1 SUSTAINABLE DEVELOPMENT GOALS (SDG)

At an International level, the Sustainable Development Goals are one of the many United Nations initiatives that guide constituencies on what standards to strive for in terms of people’s needs, the environment and other important factors. They serve as a successor to the Millenium Development Goals. They include 17 goals and 169 targets that capture the global aspirations for sustainable development. The municipality’s IDP is to some extent aligned with these goals that were adopted in September 2015. The National Development Plan and the Provincial Growth and Development Strategy, to which the iLembe IDP is aligned, have devised interventions that respond to the 17 goals. The new Council has developed this new five year IDP that include strategies on how the municipality will be contributing to each of the Sustainable Development Goals between 2017 and 2022. Chapters 3 and 6, contains strategies and projects that link to the SDGs as they appear in the figure below:

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FIGURE 2: SUSTAINABLE DEVELOPMENT GOALS

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SDGS	IDM RESPONSE
SDG 1: End poverty in all its forms everywhere	• SMME Support programmes by Enterprise iLembe; and • Operation Sukuma Sakhe interventions.
SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture	Various agricultural projects implemented by Enterprise ILembe, including: • Small holdings farmer support; • National Schools Nutrition Programme; and • Hydroponic Tunnel projects.
SDG 3: Ensure healthy lives and promote wellbeing for all at all ages	• Projects and programmes from the department of health included in Chapter 8; and • The municipality is implementing various sporting programmes aimed at youth, senior citizens and people with disabilities.
SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	• Projects and programmes from the department of Education included in Chapter 8; • Implementation of the municipality's Workplace Skills Plan; and • Implementation of the municipal Bursary Policy.
SDG 5: Achieve gender equality and empower all women and girls	The municipality is implementing various gender equality programmes to empower women, such as; • Implementation of the Municipal Equity Plan; • Take a Girl Child to Work Day initiative; • Teenage Pregnancy Awareness Campaigns; and • Women's Parliament.
SDG 6: Ensure availability and sustainable management of water and sanitation for all	The municipality is implementing various water infrastructure projects to ensure availability of water, these are included in Chapter 6.
SDG 7: Ensure access to affordable, reliable, sustainable and modern energy for all	• Eskom projects under Chapter 7.
SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	• Enterprise iLembe programmes.
SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	The municipality is implementing various water infrastructure projects to ensure availability of water, these are included in Chapter 6.
SDG 10: Reduce inequality within and among countries	N/A
SDG 11: Make cities and human settlements inclusive, safe, resilient and sustainable	The municipality, through water and sanitation infrastructure projects is facilitating the establishment of sustainable human settlements.

SDG 12: Ensure sustainable consumption and production patterns	• The municipality is currently piloting a Recycling programme; and • Development of an Integrated Waste Management Plan.
SDG 13: Take urgent action to combat climate change and its impacts	The municipality will be developing a Climate Change Response Strategy.
SDG 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development	The two coastal Local Municipalities, KwaDukuza and Mandeni, have developed Coastal Management Plans.
SDG 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	The municipality has concluded a Wetland assessment and the draft action plan is included as part of this IDP.
SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	The municipality has various measures in place such as the: • Anti-Fraud and Corruption Policy and Strategy; • A functional external audit committee; • A functional risk management committee; etc.
SDG 17: Strengthen the means of implementation and revitalise the global partnership for sustainable development.	The municipality has partnered with various international organisations, including SECO (Switzerland) and ICLEI on economic development and environmental management programmes, respectively.

TABLE 2: ILEMBE'S RESPONSE TO SDG'S

2.2.2 THE STATE OF THE NATION ADDRESS

The State of the Nation Address (SONA) is an opportunity for the President of the republic to take stock of the country's domestic and foreign situation and to chart a common direction that should be taken to enhance our effort to achieve a better life for all.

The President's 9 Point Plan for the economy was quite comprehensive and covered all the major challenges facing South African economy, emanating from the plan the 9 priorities were:

PRIORITIES	IDM RESPONSE
Resolving the energy challenge, particularly in Eskom.	Energy efficiency programmes for Municipal infrastructure.
Revitalising the Agricultural value chain;	Implementation of the Agri-parks programme and various other agricultural initiatives by Enterprise iLembe.
Beneficiation through adding value to mineral resources;	Relevant National department.
More effective implementation of higher impact industrial policy action plan;	Relevant National/Provincial department.
Encouraging private sector investment;	Investment promotion and facilitation by iLembe District Municipality and Enterprise iLembe.
Moderating work place conflict;	Managed through the Local Labour Forum.
Unlocking the potential of SMMEs, cooperatives, townships and rural enterprises;	Various programmes by Enterprise iLembe.
Operation Phakisa – to grow the ocean economy	The municipality, in partnership with DEA and Public Works, is working to identify priority projects within the coastline.

TABLE 3: ILEMBE'S RESPONSE TO SONA

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2.2.3 MEDIUM TERM STRATEGIC FRAMEWORK

MTSF OUTCOMES	IDM RESPONSE
1. Improve the quality of basic education	Department of Education
2. A long and healthy life for all South Africans	Projects and programmes from the department of health included in Chapter 8; and The municipality is implementing various sporting programmes aimed at youth, senior citizens and people with disabilities.
3. All people in South Africa are and feel safe	South African Police Service
4. Decent employment through inclusive economic growth	Department of Economic Development; Department of Trade and Industry; and Enterprise iLembe.
5. A skilled and capable workforce to support an inclusive growth	Projects and programmes from the department of Education included in Chapter 8; Implementation of the municipality's Workplace Skills Plan; and Implementation of the municipal Bursary Policy.
6. An efficient, competitive and responsive economic infrastructure network	Projects and programmes by Eskom under Chapter 8; and Water and Sanitation Projects by the municipality under Chapter 6.
7. Vibrant, equitable and sustainable rural communities with food security for all	Various agricultural projects implemented by Enterprise ILembe, including: Small holdings farmer support; National Schools Nutrition Programme; and Hydroponic Tunnel projects.
8. Sustainable human settlements and improved quality of household life	The municipality, through water and sanitation infrastructure projects is facilitating the establishment of sustainable human settlements.
9. A responsive and accountable, effective and efficient local government system	The Implementation plan contained in Chapter 6.
10. Environmental assets and natural resources that is well protected and continually enhanced	The Municipality has concluded the following Environmental plans: The Environmental Management Framework; Wetland Assessment Report; and Coastal Management Programmes (Mandeni and KwaDukuza).
11. Create a better South Africa and contribute to a better and safer Africa and World	All Government Departments.
12. An efficient, effective and development orientated public service and an empowered, fair and inclusive citizenship.	Governance projects included in Chapter 3 and 6.
13. Inclusive and responsive social system	Special projects that are included in Chapter 3.
14. Transforming and unifying the country	iLembe is implementing a number of programmes that foster social cohesion and nation-building, these include: SALGA Games; Golden Games; and Cultural Celebrations (uMkhosi weLembe, Eid, Diwali, etc.).

TABLE 4: ILEMBE'S RESPONSE TO THE 14 NATIONAL OUTCOMES

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2.2.4 BACK-TO-BASICS APPROACH

"SERVING OUR COMMUNITIES BETTER!!"

The B2B programme outlines governments' plan of action to ensure a focused and strengthened local government by getting the basics right and together with other spheres of government, providing basic services efficiently and effectively and in a caring manner. The main goal is to improve the functioning of municipalities to better serve communities by getting the basics right.

Government has enforced a back-to-basics approach for the country's 278 municipalities. The back-to-basics approach want to sure that robots work, making sure that potholes are filled, water is delivered, refuse is collected, electricity is supplied, refuse and waste management takes place in the right kind of way. Systems to allow national and provincial governments to monitor the performance of municipalities and ensure they respond to crises quicker would be put in place.

These key performance areas for the Back-to-Basics Approach are premised on the five pillars as follows:

FIGURE 3: PILLARS OF BACK TO BASICS

The key performance indicators are assessed under each pillar on a quarterly basis. The programme is measured on an assessment that is main questions, scored and supplementary questions considered and the support plan that is implementation on progress. A 60/40 principle will be applied in terms of scoring. The final results will be categorised as functional, challenged and requiring intervention. The understanding of the categorisation is as follows:

<u>Functional</u>
A good municipality with a score above 70%

- Political stability, functional structures and health admin interface.
- Responsive to service needs & infrastructure well maintained.
- Institutional continuity, clear policy, delegation frameworks in place.
- High collection rate, 7% on maintenance, CAPEX spent and clean audits.
- Community satisfaction, regular engagements and feedback.

<u>Challenges</u>
A municipality is at risk with a score between 51% to 69%

- Signs of political instability, excessive interference in admin or SCM.
- Slow responses to service failures, escalating utility losses or theft.
- Some critical positions not filled, some managers not qualified.
- Low collection rates, CAPEX not spent, declining audit opinions.
- Growing community protests, lack of feedback mechanisms.

<u>Requiring intervention</u>
A municipality with a score below 50%

- High degree of instability, fraud and corruption, committees don't meet
- Collapse in service delivery, outages, asset theft, poor maintenance.
- Incompetent managers, many vacancies, no delegations.
- Chronic underspending, high debtors, no accountability, disclaimers
- Community dissatisfaction, high number of community protests.

It is against this background that the Ministry of Cooperative Governance and Traditional Affairs has pursued the ***Back to Basics Approach*** to address challenges faced by local government, strengthening municipalities, instilling a sense of urgency towards improving citizens' lives.

The table below illustrates the latest B2B status for iLembe family of municipalities.

MUNICIPALITY	DCOG Sept 2014	IMPROVED / REGRESSED / UNCHANGED			
		KZN COGTA June 2015	KZN COGTA March 2016	KZN COGTA June 2016	KZN COGTA Sept 2016
ILembe DM	Functional	Functional	Challenged	Challenged	Functional
KwaDukuza LM	Functional	Challenged	Requiring Intervention	Challenged	Functional
Mandeni	Challenged	Challenged	Requiring Intervention	Functional	Challenged
Maphumulo	Functional	Challenged	Requiring Intervention	Challenged	Requiring Intervention
Ndwedwe	Challenged	Challenged	Challenged	Requiring Intervention	Requiring Intervention

TABLE 5: B2B STATUS FOR ILEMBE FAMILY OF MUNICIPALITIES

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2.2.3 DISTRICT GROWTH AND DEVELOPMENT PLAN (DGDP)

The iLembe DGDP provides a framework of ensuring the already adopted IDP vision is realized. This will be achieved through a series of goals, strategic objectives, and interventions. All of these will be ultimately linked to a set of apex and primary indicators to measure the level of DGDP implementation.

In 2013, Council adopted the iLembe Regional Spatial Development Plan (IRSDP), which essentially provided a blueprint for the District to become a "sustainable region" by 2050. It was therefore necessary that in developing the DGDP, the proposals contained in the IRSDP were considered. To this end, there is alignment between the five pillars contained in the IRSDP and the six goals of the DGDP as follows:

KZN PGDP GOAL	ILEMBE DISTRICT GOAL
Inclusive Economic Growth	A diverse and growing economy
Human resource development	Promote social well-being
Human and community development	
Strategic infrastructure	Provide equitable access
Spatial equity	A liveable region
Environmental sustainability	Living in harmony with nature
Governance and policy	Effective Governance, Policy and Social Partnerships

TABLE 6: DGDP OBJECTIVES

As evident from the table above, essentially the aim of the DGDP is to ensure synchronization between the District goals and objectives and Provincial goals and objectives. The District goals are an informant to the strategic interventions/projects proposed in the DGDP. These interventions are key to the municipality's ability to achieve its vision.

In the process of compiling the DGDP, the iLembe family hosted the District Growth and Development Summit. This was a multi-sectoral engagement to devise strategies and projects that would encourage economic growth in iLembe. The resolutions of the summit have been incorporated into the strategic objectives of the DGDP.

Due to the long term nature of this plan (2030 vision aligned to PGDS) it was essential that the interventions were expressed with short, medium, and long term horizons i.e. short term 2016-2020, Medium term 2021-2025, and Long term 2026-2030. A comprehensive copy of the DGDP is contained in the municipality website.

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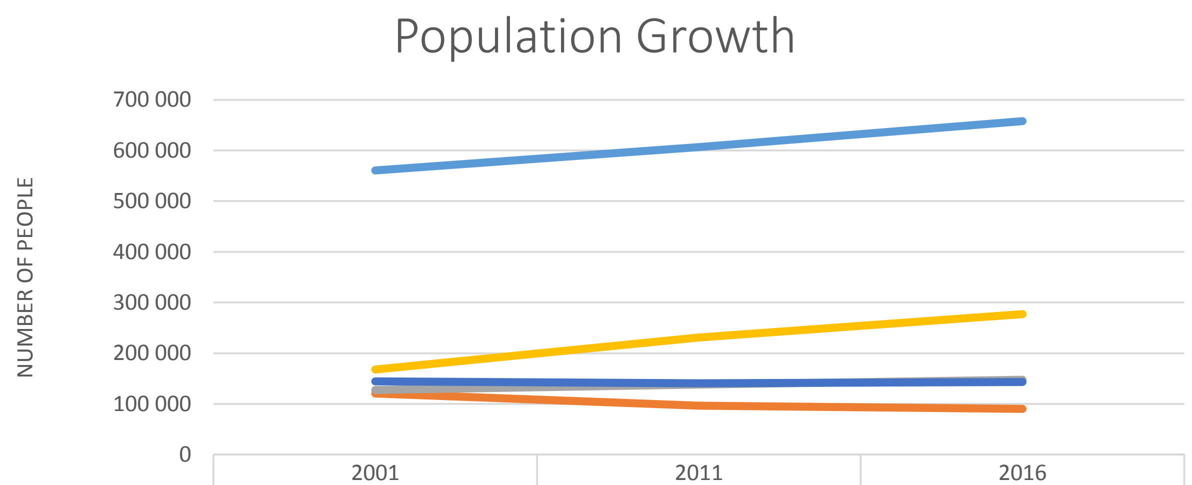
CHAPTER 3: SITUATIONAL ANALYSIS

3.1 DEMOGRAPHIC CHARACTERISTICS

The Statistics SA Census data for 2001 and 2011 and the results of the 2016 Community Survey have been used for the demographic and the economic information in this section.

3.1.1 POPULATION AND HOUSEHOLD PROFILES

The recent Community Survey (2016) results show that the population in iLembe District has grown to 657,612 people and has been growing at 1.7% per annum from 2011 to 2016, this is shown in the graph and tables below. Unlike in the previous comparison of 2001 and 2011 results, where both rural municipalities of the district (Maphumulo and Ndwedwe) were seen to have a decrease in population, Ndwedwe is now experiencing an increase but Maphumulo remains on a downward trajectory as portrayed below. Table 3 further depicts how the rate of population growth has increased per annum in three of the four local municipalities of iLembe, the overall growth rate having increased from 0.8% per annum to 1.7% per annum.



	2001	2011	2016
iLembe	560 389	606 809	657 612
Maphumulo	120 643	96 724	89 969
Mandeni	127 327	138 078	147 808
KwaDukuza	167 805	231 187	276 719
Ndwedwe	144 614	140820	143117

GRAPH 1: POPULATION GROWTH 2001 TO 2016
STATISTICS SA CENSUS 2001, 2011 & COMMUNITY SURVEY 2016

Municipality	Population Growth (% p.a. 2001-2011)	Population growth (% p.a. 2011-2016)
iLembe District Municipality	0.80	1.7%
Maphumulo Local Municipality	-2.21	-7%
Mandeni	0.81	1.4%
KwaDukuza	3.20	3.9%
Ndwedwe	-0.27	0.3%

TABLE 7: POPULATION GROWTH COMPARISON
STATISTICS SA CENSUS, 2011 & COMMUNITY SURVEY 2016

According to the Community Survey 2016, the number of households within iLembe District has risen to 191,369 from 157,692 in 2011 and is now growing at 4.3% per annum. Households in KwaDukuza have grown at a fairly high rate of 6.0% per annum; despite a further decline in the population, Maphumulo Local Municipality's number of households has risen slightly. One could speculate that the decline in population but with an apparent increase in number of households may be due to further decrease in the average size of households. As per the Community Survey 2016, the average household size has decreased from 3.8 to 3.4 and the percentage of female headed households has risen from 45.8% to 47.1% which is above the national average of 41%.

Municipality	Number (2016)	Household Growth (% p.a.) (2016)	Average Size (2016)	Female Headed % (2016)	Child Headed (2011)	
					Number	**%**
iLembe	191,369	4.3%	3.4	47.1	614	0.4%
Maphumulo	20,524	0.6%	4.4	61.6	115	0.6%
Mandeni	45,678	3.9%	3.2	51.1	167	0.4%
KwaDukuza	91,284	6.0%	3.0	39.1	113	0.2%
Ndwedwe	33,883	3.2%	4.2	54.6	218	0.7%

TABLE 8: HOUSEHOLD STATISTICS

STATISTICS SA CENSUS, 2011 & COMMUNITY SURVEY, 2016

3.1.2 GENDER PROFILE

The gender profile of the iLembe District population is typical of the trend prevalent throughout other district municipalities in KZN meaning that there is a greater number of females (341,926) residing in the area compared to males (315,686). Although the population has increased, according to the Community Survey of 2016, the gender ratio remains the same as that of 2011 Census.

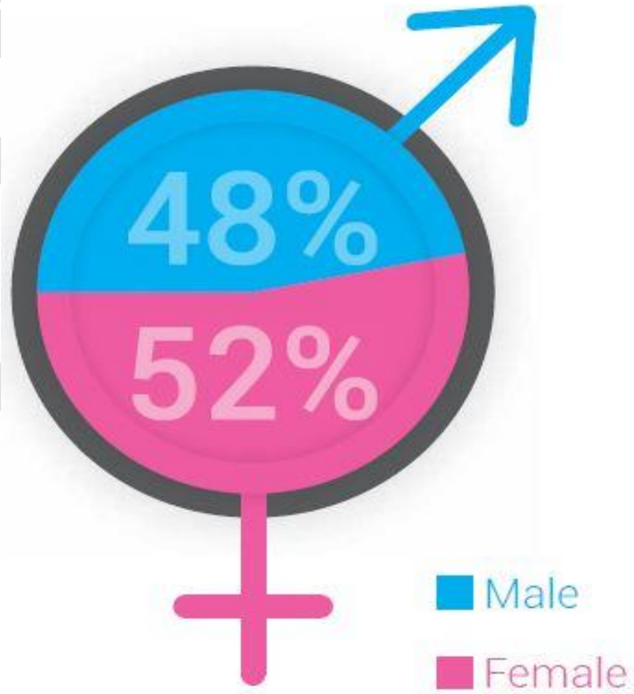
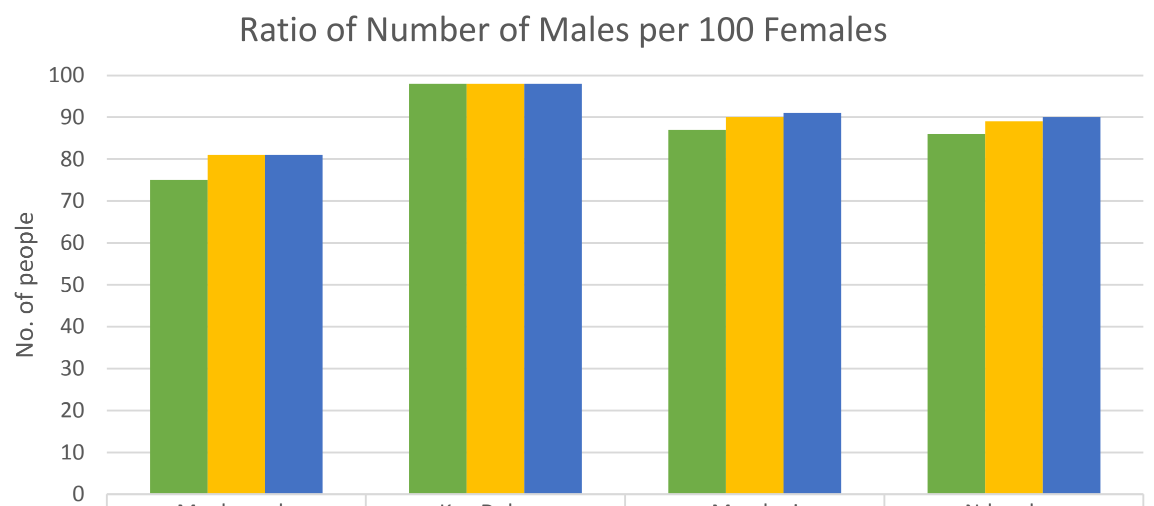


FIGURE 4: DISTRICT GENDER PROFILE

STATISTICS SA CENSUS, 2011 AND COMMUNITY SURVEY, 2016

The graph below displays the gender distribution of the local populations. In iLembe, for every 100 females there are 92 males. KwaDukuza is the most even at almost an equal split between gender groups, whereas Maphumulo is the most uneven with only 81 males for every 100 females.

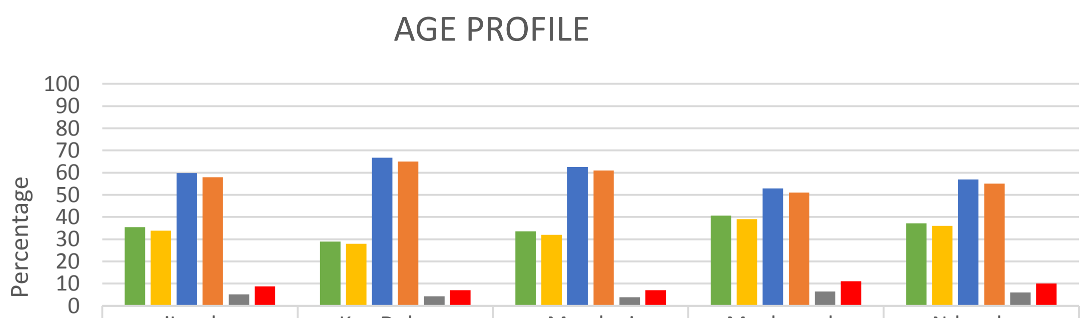


	Maphumulo	KwaDukuza	Mandeni	Ndwedwe
2001	75	98	87	86
2011	81	98	90	89
2016	81	98	91	90

GRAPH 2: ILEMBE GENDER PROFILE
STATISTICS SA CENSUS, 2001, 2011 & 2016

3.1.3 AGE PROFILE

The graph below provides an indication of the age distribution within the district as recorded in 2011, comparing with the results of the 2016 Community Survey. Within iLembe, 35,5 % of the population is under the age of 15, KwaDukuza has the lowest percentage 29% and Maphumulo has the highest percentage of the population under 15 years at 40%. Throughout the district, it seems that all age groups under 65 years have decreased in percentage whilst the percentage of the age group of 65+ has risen. Compared to the other Local Municipalities of the district, KwaDukuza has the highest percentage of the working class age group at 66,7% whilst Maphumulo has the lowest at 52,9%. The majority of people within the District are of working age, however the available employment opportunities are not adequate to absorb this high number- this will be further elaborated upon in the employment profile.

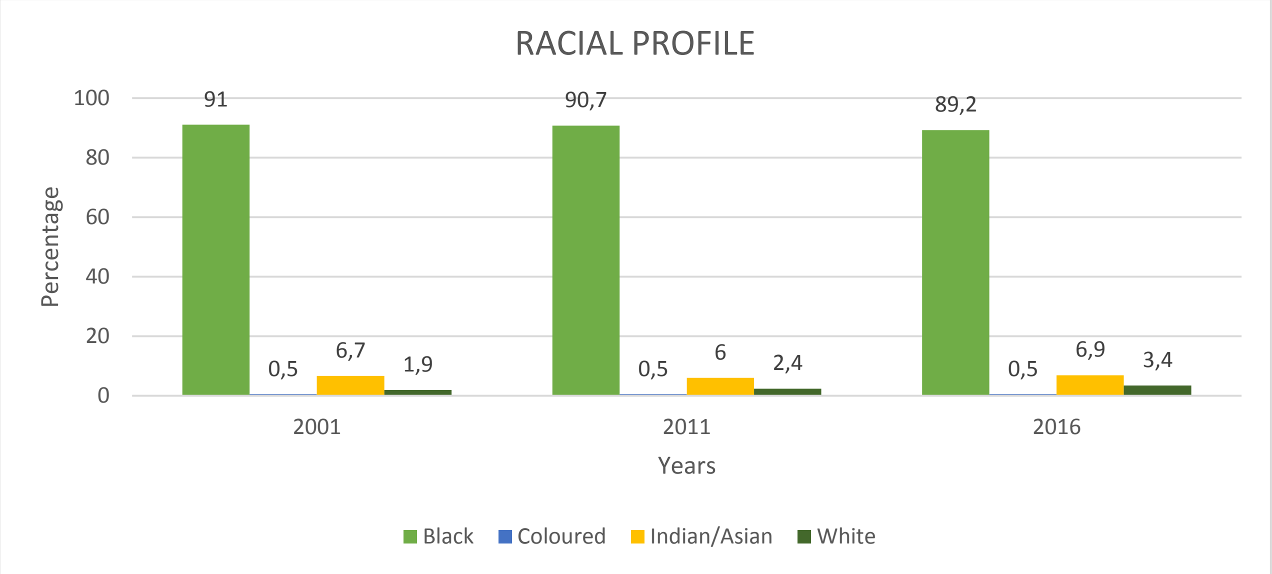


	iLembe	KwaDukuza	Mandeni	Maphumulo	Ndwedwe
2011 - <15	35,5	29	33,5	40,6	37,1
2016 - <15	33,8	28	32	39	36
2011 - 15 to 64	59,8	66,7	62,6	52,9	56,9
2016 - 15 to 64	58	65	61	51	55
2011 - 65 <	5,2	4,3	3,9	6,5	6
2016 - 65 <	8,8	7	7	11	10

GRAPH 3: AGE PROFILE
STATISTICS SA CENSUS, 2011 AND COMMUNITY SURVEY 2016

3.1.4 RACIAL PROFILE

The graph below displays the split of the population of the district by population group from 2001 to 2016. Within the District, the percentage of Black people has shown a slight decrease as the graph depicts that in 2001 the percentage was 91% and at present it is 89, 2% whilst the percentage of White people is steadily increasing from 1, 9 % in 2001 to 3.4% in 2016. Between 2001 and 2011 the Asian population declined slightly, however between 2011 and 2016, the percentage has shown an increase from 6 to 6.9%. The Coloured population remains constant at 0.5% of the population of iLembe District.



GRAPH 4: RACIAL PROFILE

STATISTICS SA CENSUS, 2001 & 2011 AND COMMUNITY SURVEY 2016

3.2 SPATIAL ANALYSIS

The District has developed a hierarchy of spatial plans to guide and ensure sustainable development. The District plans serve as informants to infrastructure development and provide guidance to Local Municipal spatial planning. The diagram below illustrates the hierarchy of plans:

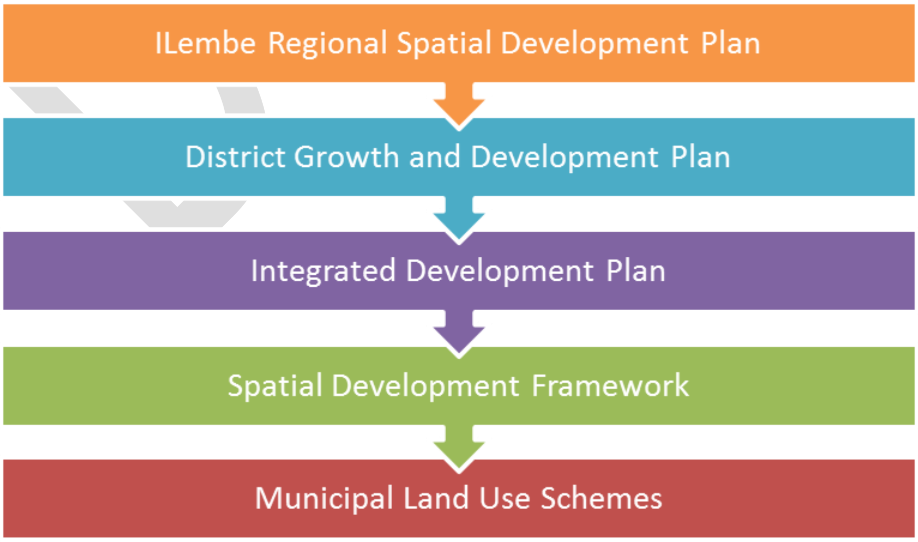


FIGURE 5: HIERARCHY OF SPATIAL PLANS

3.2.1 REGIONAL CONTEXT

ILembe District Municipality is strategically located along the Primary development corridor of the Province and between two strategic gateway points into the continent i.e. Durban and Richards bay Harbours. To the South of the District is the King Shaka International Airport (KSIA) and the Dube Tradeport. The Aerotropolis, to which the KSIA will be the nucleus, extends well into the jurisdiction of the District, particularly Ndwedwe and KwaDukuza Local Municipalities. Whilst the majority of urban development occurs in Mandeni and KwaDukuza, the towns of Maphumulo and Ndwedwe have been gazetted as formalised towns, which is now serving as a catalyst for economic investment in these areas.

The iLembe District features sufficient unique selling points to prosper within its own niche market on the following basis:

- Pristine beaches and a relatively unspoilt natural environment, underscore the claim of being, “The Jewel of the Kingdom of the Zulu”.
- Centrally located to the Provinces’ other major assets, i.e. Game Reserves, St. Lucia World Heritage Site, the Berg, Battle Fields and Durban. This places this District within a two-hour drive of many of KZNs natural attractions and two World Heritage Sites.
- International and local recognition and interest in King Shaka and Zulu culture and history. This diverse and rich cultural heritage has potential for growing and broad international appeal.
- Strong cultural and historical links to India, the United Kingdom and Mauritius.
- A sub-tropical climate positions it as an all year round tourism destination.
- Unique quality of the District’s agricultural attributes of soil types, climatic diversity and rainfall.

3.2.1.1 MUNICIPAL SPLUMA IMPLEMENTATION

The Spatial Planning and Land Use Management Act was assented to by the President of the Republic in August 2013. The Act provides a framework for spatial planning and land use management. It essentially reinforces the provisions of the Constitution by ensuring that the function of planning, particularly decision making relating to development applications, vests with municipalities.

The implications are that all Local Municipalities have to establish Municipal Planning Tribunal (MPT) structures and relevant delegations need to be adopted. Appropriately qualified staff must also be nominated and appointed in the MPT, and procedures to ensure compliance with the Act must be put in place (Bylaw). Both the Joint MPT (Ndwedwe, Maphumulo, and Mandeni) and the MPT (KwaDukuza) are made up of internal and external members specialising in different fields relating to engineering, Town Planning, law and others that are relevant.

3.2.1.1.1 CATEGORISATION OF APPLICATIONS

In terms of section 35(3) of SPLUMA, a municipality must, in order to determine land use and land development applications within its municipal area, categorise development applications to be considered by an official and those to be referred to the Municipal Planning Tribunal. Accordingly, all participating municipalities have opted for schedule 5 of the SPLUMA Regulations. Moreover, the provisions of Authorised Officers and Municipal Development Administrators have been committed.

3.2.1.1.2 APPEAL AUTHORITY

In terms of Section 51 of SPLUMA, Municipalities are required to decide on the composition of their appeal authority whether it be the Executive Committee or an appointed external body. Accordingly, Mandeni, Maphumulo and Ndwedwe LM have resolved to utilize their Executive Committees. KwaDukuza LM has opted to have two Appeal Authorities, the Executive Committee (EXCO) as well as a body comprised of external members only to deal with appeals when the EXCO is unavailable.

The table below provides a summarised assessment of municipal progress in the implementation of SPLUMA as follows:

MUNICIPALITY	FUNCTIONALITY OF J/MPT	BYLAW	DELEGATIONS
Mandeni	The Service Level Agreement was finalised and advertised. The JMPT is functional.	Published in the KZN Provincial Gazette No. 1562, 4 December 2015	Adopted
Maphumulo		Published in the KZN Gazette No. 1563, 4 December 2015	Adopted.
Ndwedwe		Published in the KZN Provincial Gazette No. 1631, 4 March 2016.	Adopted.
KwaDukuza	MPT Functional, First sitting was on 22/09/2015.	Published in the KZN Provincial Gazette No. 1467, 13 August 2015	Adopted

TABLE 9: STATE OF MUNICIPAL SPLUMA READINESS

3.2.2 LAND RESTITUTION AND LAND CAPABILITY

Map 2 below is depicting the Land Restitution status within iLembe District with the majority of the depicted land parcels being Gazetted Restitution Land Claims and Map 3 depicts the agricultural capability of land of iLembe District. When comparing the maps, it is evident that most of the land restitution claims are over the land with the highest agricultural potential therefore the relevant departments need to support beneficiaries by offering the right skills and tools for them to run successful operations and contribute meaningfully to the agricultural sector of the District.

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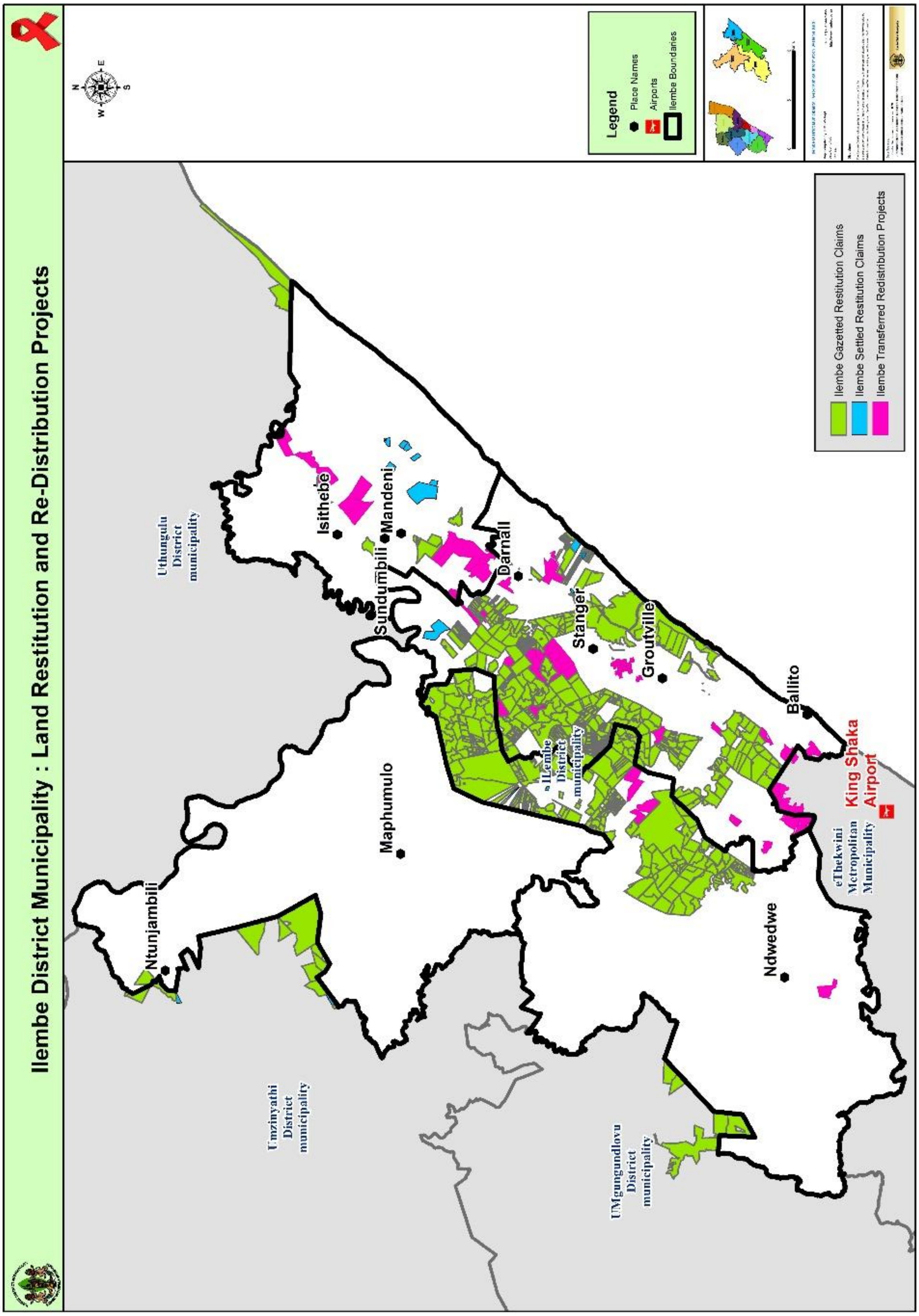
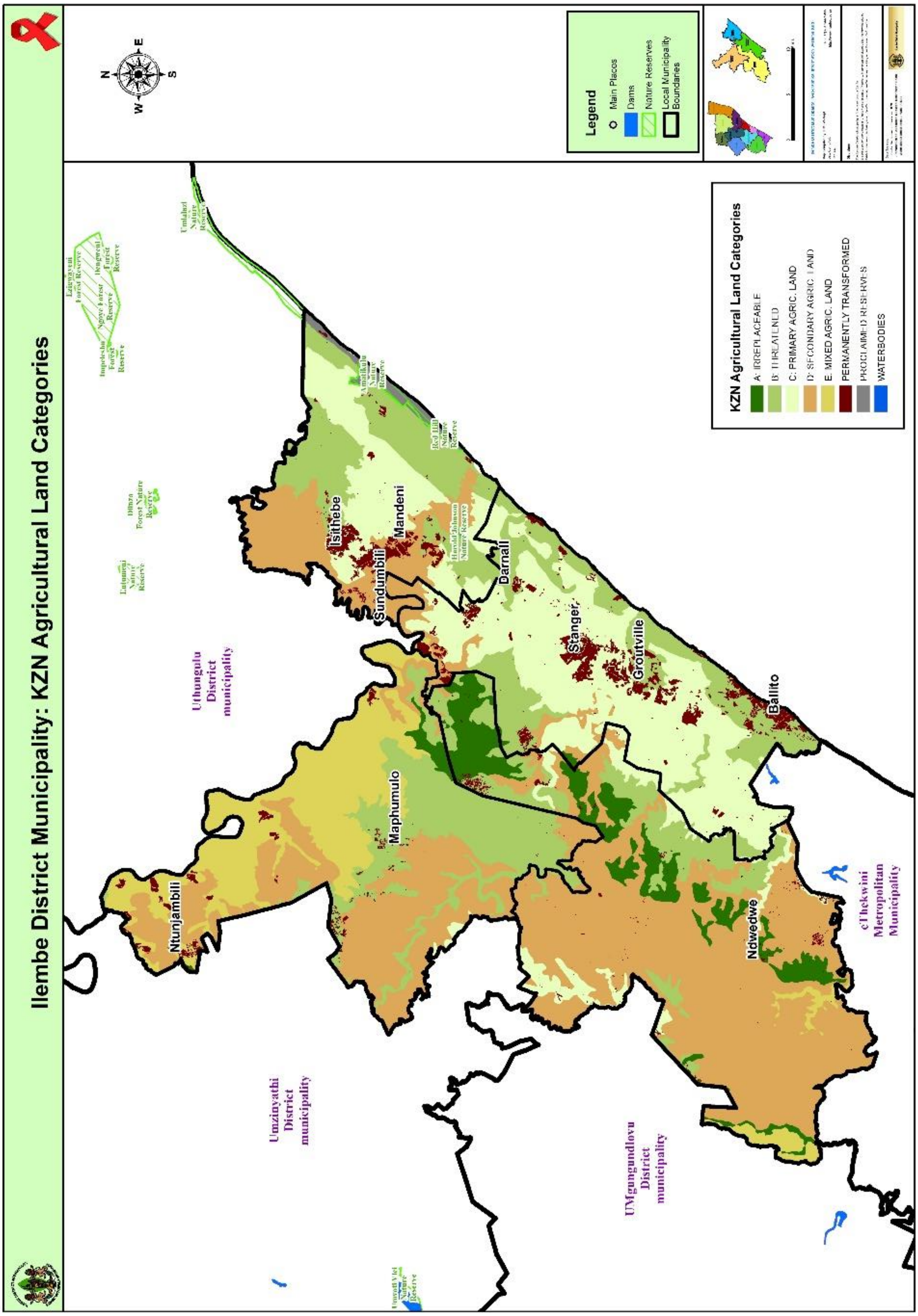


MAP 2: LAND RESTITUTION

3.2.3 LAND CAPABILITY



MAP 3: LAND CAPABILITY

3.3 ENVIRONMENTAL ANALYSIS

A number of natural resources occur within the iLembe District Municipality, which include the vegetation types; rivers, wetlands; coastal resources; estuaries; biomes; freshwater ecosystem; coastal forest; etc. However, it is a challenge to manage these resources due to human activities, such as agricultural activities; human settlement and development; invasion by alien species; uncontrolled and unplanned rural settlements; sewerage links and management; illegal sand mining; air pollution by industries etc.

3.3.1 THE ENVIRONMENTAL MANAGEMENT STRUCTURE

The structure responsible for the implementation of the environmental management programmes is the environmental management unit, which is housed under Planning Section (see the attached organogram under institutional development and transformation). This unit has one Environmental Specialist, one Environmental Officer and two Interns. The unit is also assisted by the Department Environmental Affairs official under the Local Government Support who has been deployed to the District on a full time basis.

3.3.2 PROMOTING INTEGRATED PLANNING

In order to meet the objectives of sustainable development it is critical to enhance systems for integrated planning which should include issues of effective governance and institutional structures. This should include the development of forums from national, provincial, and district level. To date, the District is participating in structures indicated in the table below.

STRUCTURE	OBJECTIVE OF THE STRUCTURE	STAKEHOLDERS	FREQUENCY
Planning Development Forum	To discuss wide range of issues affecting Planning and Environmental Management.	DEA, EDTEA, DCOGTA, DMR, DWA, and LMs	Monthly
District Municipal Coastal Committee	To discuss coastal management issues in line with the Integrated Coastal Management Act	EDTEA, DWA, Mandeni and KwaDukuza LMs, NGOs, industries and conservancies	Quarterly
Provincial Coastal Committee	To discuss coastal management issues affecting the KZN Province	DEA, EDTEA, DCOGTA, DMR, DWA, LMs	Quarterly
Provincial Renewable Energy Forum	The forum aims to develop a renewable energy programme and coordinates all renewable energy projects within the KZN Province	DEA, EDTEA, DCOGTA, DMR, DWA, and LMs	Quarterly
District Disaster Management forum	▪ To discuss the Disaster Management issues within the District including the Local Municipality. ▪ To also align Disaster Management issues with the climate change programme	EDTEA, DCOGTA, and LMs	Quarterly
Lower uMvoti Catchment Forum	To address water quantities, and quality issues within the District	EDTEA, DWA, LMs, NGOs, industries and conservancies	Quarterly
KZN CLIMATE CHANGE COMPACT	Discusses issues of climate change and impacts to the participating Municipalities	eThekwini, Ugu, King Cetshayo, uMgungundlovu, iLembe, uMdoni, KwaDukuza, SALGA, EDTEA	Quarterly meetings

TABLE 10: ENVIRONMENTAL STAKEHOLDER ENGAGEMENTS

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In addition, the alignment of programmes, aiming to achieve sustainable development, is the function of the iLembe Planning Section, which includes the following:

- Ensuring the integration of environmental issues into municipal planning documents such as SDFs, IDPs, etc.;
- Ensuring that decision-making is in accordance with NEMA principles and the Environmental Management Frameworks; and
- Ensuring Municipal compliance with provincial environmental policies and implementation plans.

3.3.3 BIODIVERSITY MANAGEMENT

3.3.3.1 TERRESTRIAL BIODIVERSITY

The terrestrial biodiversity can be defined as the variety of life forms on the land surface of the Earth. According to Ezemvelo KZN Wildlife, Biodiversity located on land can be shown through the vegetation and threatened ecosystem information, as this provides for vegetation communities and the habitats provided for species within these communities.

The overleaf map illustrates vegetation within the District.

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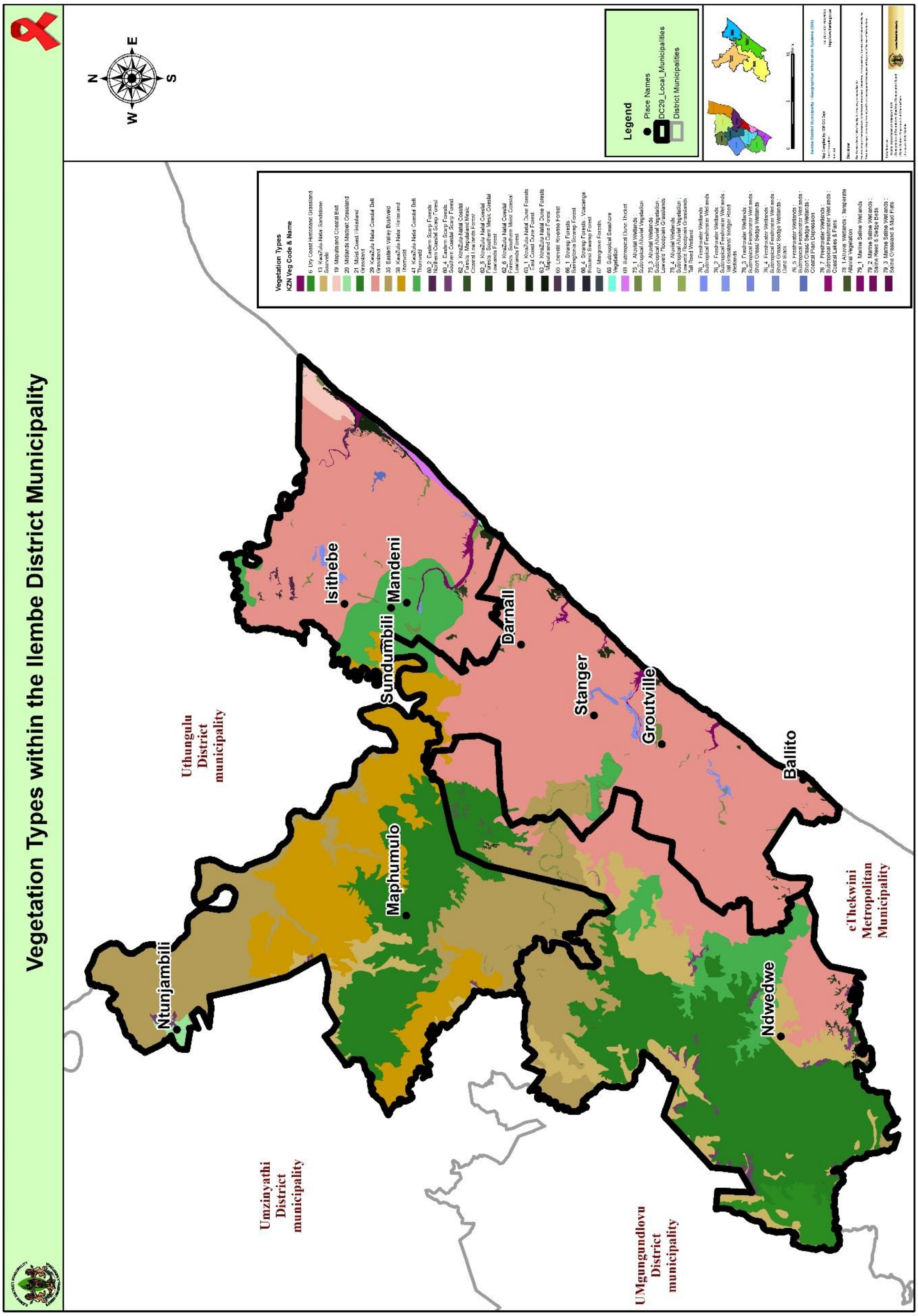

MAP 4: VEGETATION TYPES IN COMMUNITIES

The table below provides a summarised data on the District Biodiversity per the Local Municipality.

	MAPHUMULO MUNICIPALITY	MANDENI MUNICIPALITY	KWADUKUZA MUNICIPALITY	NDWEDWE MUNICIPALITY
Municipal Area	89 591 ha	58 226.3 ha	63 311 ha	115 743.8 ha
Remaining natural areas	71 984 ha (80.3%)	19 703.4 ha (33.8% of municipality)	6 322.5 ha (10% of municipality)	65 422.2 ha (56.5% of municipality)
Areas where no natural habitat remains	17 610.5 ha (19.7%)	38 013.9 ha (65.3% of municipality)	56 753.4 ha (89.6% of municipality)	50 316.8 ha (43.5% of municipality)
Biomes	- Grassland 719.8ha (0.8% of municipality) - Indian Ocean Coastal Belt 22338.9ha (24.93% of municipality) - Savanna 66532.4ha (74.26% of municipality)	- Indian Ocean Coastal Belt 54050.4ha (92.83% of municipality) - Savanna 3749.8ha (6.44% of municipality)	- Indian Ocean Coastal Belt 62385.3ha (98.54% of municipality) - Savanna 839.3ha (1.33% of municipality)	- Indian Ocean Coastal Belt 47344.2ha (40.9% of municipality) - Savanna 68399.5ha (59.1% of municipality)
Vegetation Types	- Eastern Valley Bushveld 28936.8ha (32.3% of municipality) - KwaZulu-Natal Coastal Belt 22339ha (24.93% of municipality) - KwaZulu-Natal Hinterland Thornveld 12888.2ha (14.39% of municipality) - KwaZulu-Natal Sandstone Sourveld 3657.8ha (4.08% of municipality) - Midlands Mistbelt Grassland 665.2ha (0.74% of municipality) - Ngongoni Veld 20900.2ha (23.33% of municipality) - Scarp Forest 203.9ha (0.23% of municipality)	- Eastern Valley Bushveld 3749.8ha (6.44% of municipality) - KwaZulu-Natal Coastal Belt 46984.4ha (80.69% of municipality) - Maputaland Coastal Belt 5479.4ha (9.41% of municipality) - Northern Coastal Forest 1203.8ha (2.07% of municipality) - Subtropical Coastal Lagoons 284.3ha (0.49% of municipality) - Subtropical Dune Thicket 98.5ha (0.17% of municipality)	- Eastern Valley Bushveld 839.2ha (1.33% of municipality) - KwaZulu-Natal Coastal Belt 61500.9ha (97.14% of municipality) - Maputaland Coastal Belt 362.1ha (0.57% of municipality) - Northern Coastal Forest 298.8ha (0.47% of municipality) - Subtropical Coastal Lagoons 105.6ha (0.17% of municipality) - Subtropical Dune Thicket 117.9ha (0.19% of municipality)	- Eastern Valley Bushveld 10447.3ha (9.03% of municipality) - KwaZulu-Natal Coastal Belt 46663.4ha (40.32% of municipality) - KwaZulu-Natal Sandstone Sourveld 9900.3ha (8.55% of municipality) - Midlands Mistbelt Grassland 178.3ha (0.15% of municipality) - Ngongoni Veld 47575.3ha (41.1% of municipality) - Scarp Forest 979.1ha (0.85% of municipality)
Threatened Terrestrial Ecosystems	*Critically endangered (2)* - Eshowe Mtunzini Hilly Grasslands - 516.6ha (0.58% of municipality) - Umvoti Valley Complex - 15.2ha	*Critically endangered (2)* - Eshowe Mtunzini Hilly Grasslands - 16053.2ha (27.57% of municipality)	*Critically endangered (5)* - Eshowe Mtunzini Hilly Grasslands - 440.1ha (0.7% of municipality) - Interior North Coast Grasslands - 493.3ha (0.78% of municipality)	*Critically endangered (4)* - Eshowe Mtunzini Hilly Grasslands - 269.2ha (0.23% of municipality) - Interior North Coast Grasslands -

	(0.02% of municipality) *Endangered (2)* - KwaZulu-Natal Sandstone Sourveld - 1931.4ha (2.16% of municipality) - Ntunjambili Valley Complex - 773.2ha (0.86% of municipality) *Vulnerable (4)* - Eastern Scarp Forest - 111.8ha (0.12% of municipality) - KwaZulu-Natal Coastal Belt - 19059ha (21.27% of municipality) - Midlands Mistbelt Grassland - 175.4ha (0.2% of municipality) - Ngongoni Veld - 14938ha (16.67% of municipality)	- North Coast Forest Collective - 201ha (0.35% of municipality) *Endangered (1)* - KwaZulu-Natal Coastal Forest - 14.5ha (0.02% of municipality) *Vulnerable (1)* - KwaZulu-Natal Coastal Belt - 529.2ha (0.91% of municipality)	- North Coast Forest Collective - 65.1ha (0.1% of municipality) - Northern Coastal Grasslands - 1527.4ha (2.41% of municipality) - Umvoti Valley Complex - 637.6ha (1.01% of municipality) *Endangered* None *Vulnerable (1)* - KwaZulu-Natal Coastal Belt - 3007.2ha (4.75% of municipality)	4948.5ha (4.28% of municipality) - New Hanover Plateau - 7951.1ha (6.87% of municipality) - Umvoti Valley Complex - 4294.3ha (3.71% of municipality) *Endangered (1)* - KwaZulu-Natal Sandstone Sourveld - 3707.3ha (3.2% of municipality) *Vulnerable (4)* - Eastern Scarp Forest - 537.5ha (0.46% of municipality) - KwaZulu-Natal Coastal Belt - 11978.3ha (10.35% of municipality) - Midlands Mistbelt Grassland - 147.9ha (0.13% of municipality) - Ngongoni Veld - 22873.4ha (19.76% of municipality)

TABLE 11: BIODIVERSITY SUMMARY INFORMATION PER LOCAL MUNICIPALITY IN ILEMBE DISTRICT MUNICIPALITY

3.3.3.2 THREATENED ECOSYSTEMS

Chapter 4, Part 2 of the Biodiversity Act provides for listing of species as threatened or protected. If a species is listed as threatened, it must be further be classified as critically endangered, endangered, or vulnerable including protected species.

	KWADUKUZA	NDWEDWE	MAPHUMULO	MANDENI
Flora	*Barleria natalensis* *Diaphananthe millari* - Vu Venonia natalensis	*Diaphananthe millari - Vu* *Kniphofia pauciflora - Cr* *Senecio exuberans*	Helichrysum woodii Senecio exuberans	*Barleria natalensis* *Diaphananthe millari - Vu* *Kniphofia pauciflora - Cr* *Senecio exuberans* *Vernonia africana* *Venonia natalensis*
Fauna	Reptiles • *Scelotes inornatus* (Legless Burrowing Skink) • *Bradypodion melanocephalum* (Black-headed Dwarf *Chameleon*) Amphibian • *Hyperolius pickersgilli*	Reptiles • *Scelotes* inornatus (Legless Burrowing Skink) • Bradypodion *melanocephalum* (Black-headed Dwarf Chameleon) Amphibian	Reptiles • Scelotes inornatus (Legless Burrowing Skink) • *Bradypodion melanoce*phalum (Black-headed Dwarf Chameleon) Amphibian • *Hyperolius* pickersgilli	Reptiles • *Scelotes inornatus* (Legless Burrowing Skink) • Bradypodion melanocephalum (Black-headed Dwarf Chameleon) Amphibian

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	(Pickersgill's Reed Frog) E Birds • *Anthropodes paradise* Vu • *Balearica regulorum* Vu Mammals • *Philantomba* monticola - Blue duiker Rare *Invertebrates:* *Molusca* • *Gulella aliceae* *Milipedes* • *Centrolobus fulgidus* • *Centrolobus richardi* • *Daratogonus* zuluensis *Insecta* • *Eremidium erectus* • *Parepistaurus eburlineatus* • *Teriomima zuluana (Zulu Buff)* • *Whitea conniceps*	• Hyperolius *pickersgilli* (Pickersgill's Reed Frog) E Birds • Anthropodes paradise – (Blue crane) Vu • Balearica regulorum – (Crowned crane) Vu Mammals • Dendrohyrax arboreus – (Southern tree hyrax) LC *Invertebrates:* *Molusca* • Euonyma lymnaeformis • Gulella *euthymia* (Warty hunter snail) *Milipedes* • Centrolobus tricolor • Doratogonus certulatus • Doratogonus falcatus • Doratogonus natalensis • Doratogonus rubipodus • Doratogonus peregrinus • Gnomeskelus spectabilis • Gnomeskelus tuberosus urbanus • Patinatius bideramus simulator • Spinotarsus glomeratus *Insecta* • Eremidium erectus • Odontomelus *eshowe*	(Pickersgill's Reed Frog) E Birds • *Anthropodes paradise – (Blue crane) Vu* • *Balearica regulorum – (Crowned* crane) Vu Mammals • *Dendrohyrax* arboreus – (Southern tree hyrax) LC Invertebrates: Molusca • *Edouardia conulus* • *Euonyma lymnaeformis* • *Gulella euthymia (Warty hunter snail)* • *Gulella* separata Milipedes • *Camaricoproctus planidens* • *Centrobolus anulatus – (Forest millipede)* • *Centrolobus tricolor* • *Doratogonus certulatus* • *Doratogonus falcatus* • *Doratogonus natalensis (Natal Black Millipede)* • *Doratogonus rubipodus* • *Doratogonus* peregrinus • *Gnomeskelus spectabilis* • Gnomeskelus tuberosus urbanus • *Patinatius bideramus simulator* • *Spinotarsus destructus* • *Spinotarsus glomeratus* • *Spinotarsus* maritzburgensis Insecta • *Eremidium erectus* • *Odontomelus eshowe*	• *Hyperolius pickersgilli* (Pickersgill's Reed Frog) E Birds • *Anthropodes* paradise – (Blue crane) Vu • Balearica *regulorum* – (Crowned crane) Vu Mammals • Dendrohyrax arboreus – (Southern tree hyrax) LC *Invertebrates:* *Molusca* • Allawrenicus complex • Cochlitoma semidecussata • Edouardia conulus • Euonyma lymnaeformis • Gulella alicae • Gulella barberae • Gulella *separata* *Milipedes* • Centrolobus fulgidus • Centrolobus richardi • Doratogonus falcatus • Doratogonus peregrinus • Daratogonus zuluensis *Insecta* • Eremidium erectus • Odontomelus eshowe • Parepistaurus eburlineatus • Teriomima zuluana (Zulu Buff) • Whitea *conniceps*

TABLE 12: ENDANGERED ECOSYSTEMS

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3.3.3.3 ALIEN INVASIVE CLEARANCE PROGRAMME

Research indicates that the number of invasive alien species is on the rise worldwide, including South African and the ILembe District specifically. A number of alien invasive species have been identified within the iLembe District and the most common ones within the District are the Blue Gum, Latana Camara, *Chromolaena odorata* and Guava. A programme is being developed by the iLembe District which will identify and spatially reference the areas impacted by the alien species- this will allow eradication to be more effective.

3.3.3.4 PROTECTED AREAS

Various acts provide for the declaration of an area with conservation value as being of biodiversity or cultural importance and requiring protection. Such acts include: the National Forest Act, Mountain Catchment Act, World Heritage Convention Act, Marine Living Resources Act, Environmental Conservation Act, National Parks Act, and the various Provincial Conservation Ordinances and Acts. The NEM: Protected Areas Act came into effect to provide for the protection and management and for all areas as per the requirements of the aforementioned pieces of legislation. The table below provides information on the areas.

Description	Name of area
Name of Protected Area	None
Protected Area Management Plan	None
World Heritage Site	None
Nature reserves (Stewardship and Ezemvelo reserves)	3 reserves covering 1816ha (3.6% of municipality) - Amatikulu Provincial Nature Reserve, 1476 ha (2.92% of municipality) - Harold Johnson Provincial Nature Reserve, 104ha (0.17% of municipality) - Red Hill Provincial Nature Reserve, 236ha (0.49% of municipality)
Protected Environment	(Amatikulu and Redhill are also referred to under the name Siyaya Coastal Park which includes Umlalazi NR- which is outside ILembe)
Forest Wilderness Area	None
Marine Protected Areas	From the Zinkwazi to eSikhawini
Protected Area Expansion	None

TABLE 13: PROTECTED AREA

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3.3.4 FRESHWATER BIODIVERSITY (HYDROLOGY)

The District is committed to managing the quality and quantity of its surface and ground water resources in an integrated manner in order to provide for basic human needs, flow requirements within and between catchments and water systems, the protection of human health and economic activity on a sustainable basis. Part 2 of the National Water Act (of the Act) the Minister of the Department of Water and Sanitation is required to determine the class and resource quality objectives of all or part of water resources considered to be significant. The water resources within iLembe District are shown on the Table below.

	MAPHUMULO MUNICIPALITY	MANDENI MUNICIPALITY	KWADUKUZA MUNICIPALITY	NDWEDWE MUNICIPALITY
Freshwater Ecosystems	*Water Management Areas:* 2 - MVOTI TO UMZIMKULU	Water Management Areas: 3 - MVOTI TO UMZIMKULU	Water Management Areas: 2	Water Management Areas: 2

	35201.8ha (39.29% of municipality) - THUKELA 54389.1ha (60.71% of municipality) *Main Rivers:* Hlimbitwa, Mvoti and Thukela *Wetlands* 41 covering 969ha (1.1%)	3630.3ha (6.23% of municipality) - THUKELA 18328.5ha (31.48% of municipality) - USUTU TO MHLATHUZE 32106ha (55.14% of municipality) *Main Rivers*: Matigulu and Thukela *Wetlands* 550 covering 1170.7ha (2%)	- MVOTI TO UMZIMKULU 62702.4ha (99.04% of municipality) - THUKELA 4216ha (6.66% of municipality) *Main Rivers*: Mhlali, , Mvoti, Nonoti, Thukela and Tongati *Wetlands* 316 covering 988.1ha (1.6%)	- MVOTI TO UMZIMKULU 113607.3ha (98.15% of municipality) - THUKELA 2136.8ha (1.85% of municipality) *Main Rivers*: Mdloti, Mhlali, Mqeku, Mvoti, Nonoti and Tongati *Wetlands* 103 covering 230.9ha (0.2%)

TABLE 14: WATER RESOURCES WITHIN ILEMBE DISTRICT

3.3.4.1 RIVERS

Research has shown that human activities have a great impact on ecosystems and biodiversity. The impact can be easily noticed with rivers which is lowest point of the landscape. According Driver et al, 2012, such disturbances include alteration of the flow pattern of the river, pollution from various sources, destruction of the river banks by activities such as sand mining, impacts of the alien invasive species, damming of the river, channelizing, dumping of waste, undertaking recreational activities on rivers, and waste from domestic animals. All disturbances often have sever impacts on our rivers, hence programmes must be created to respond to these challenges and to promote clean and healthy rivers.

The overleaf map illustrates river classes within the District.

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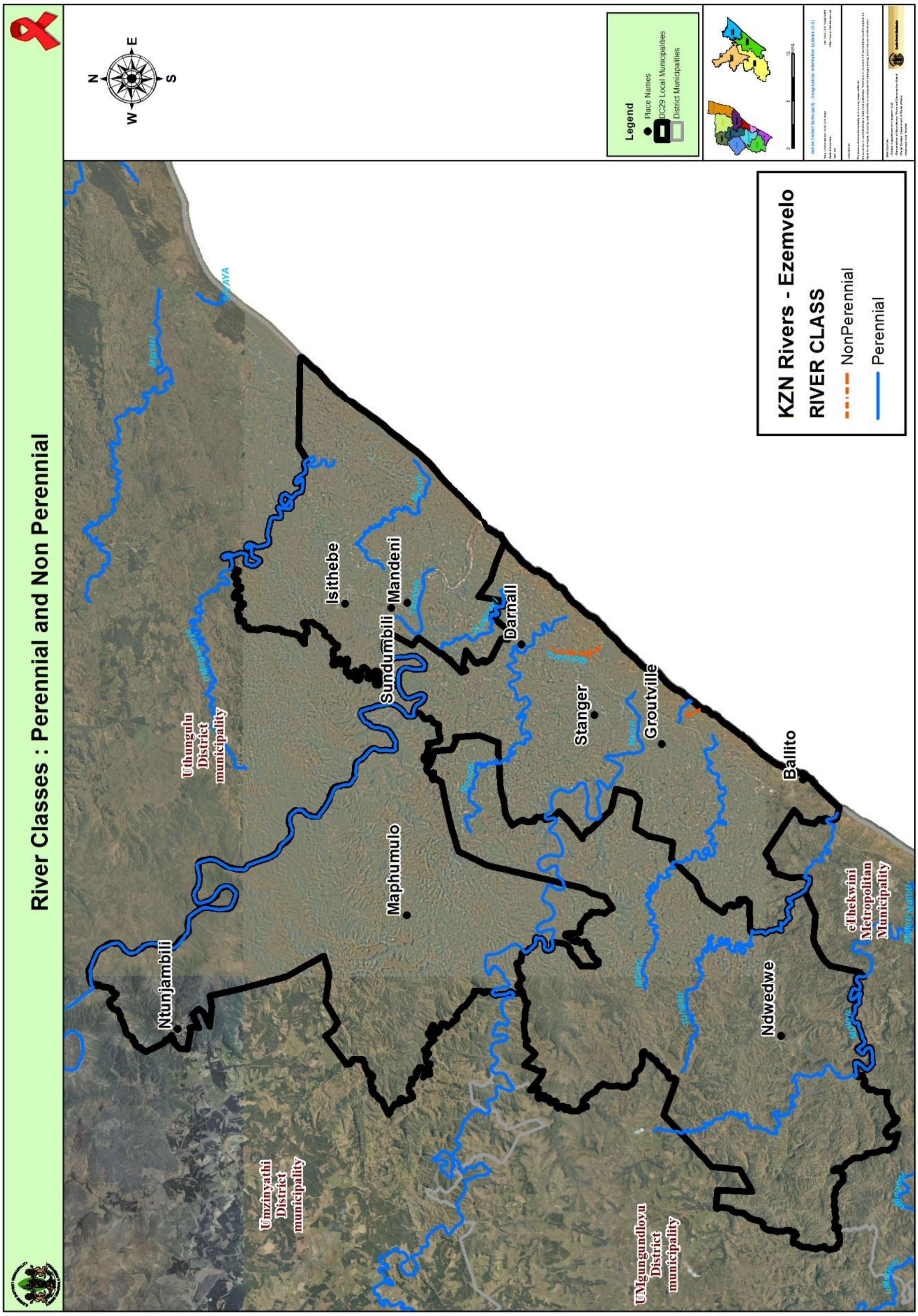

MAP 5: RIVER CLASSES

3.3.4.2 CATCHMENTS & MAIN RIVER SYSTEMS

A catchment is a basin shaped area of land, bounded by natural features such as hills or mountains from which surface and sub surface water flows into streams, rivers and wetlands. Water flows into, and collects in, the lowest areas in the landscape. Identifying primary and secondary catchments and main rivers provides a broad picture of the natural water resources available. Spatial planning as well as controls within land use schemes must facilitate the required integrated land management approach to ensure the protection of these resources.

3.3.4.3 FREE FLOWING RIVERS

A free-flowing river is any river that flows undisturbed from its source to its mouth without encountering any activity such as dams, weirs or barrages. These free flowing rivers are important for aquatic species movement and for migration of species. It is critical that such rivers are protected and managed properly. Within the District there is no free flowing rivers.

The overleaf map illustrates river impoundment within the District.

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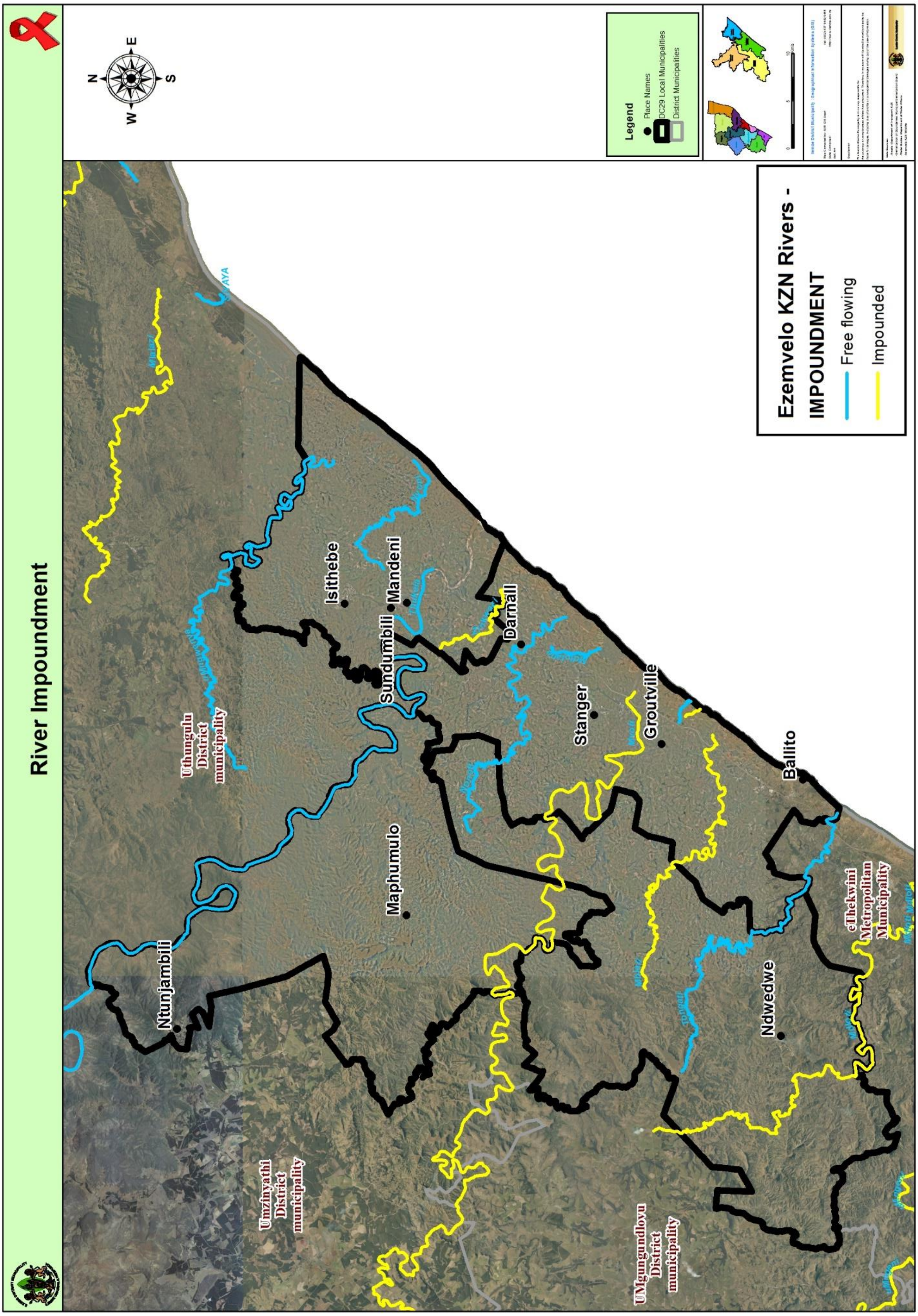

MAP 6: RIVER IMPOUNDMENT

3.3.4.4 WETLANDS

Wetland ecosystems are vital for purifying water and regulating water flows, acting as sponges that store water and release it slowly, filtering pollutants and easing the impact of droughts and floods in the process. In light of the aforesaid, the District, in partnership with the **ICLEI - Local Governments for Sustainability**, through the **Local Action for Biodiversity (LAB): Wetlands South Africa** programme have developed a Wetland Assessment report. The report seeks to guide the Municipality in terms of understanding and managing wetlands, especially since wetlands provide solutions to climate hazards and water shortages. This will in turn assist the Municipality and its family of Local Municipalities to build institutional capacity and develop the Municipal policies aiming at integrating biodiversity issues across Municipal Departments and with other planning tools and processes such as IDP, EMF and SDFs.

3.3.4.5 FRESHWATER ECOSYSTEM PRIORITY AREAS

The Freshwater Ecosystem Priority Areas (FEPAs) were developed through the National Freshwater Ecosystem Priority Areas Project (NFEPA), and are delineated spatial priorities for conserving South Africa's freshwater ecosystems and supporting the sustainable use of water resources (Driver et al, 2011). FEPA maps show Rivers, wetlands and estuaries that need to stay in a good condition in order to conserve freshwater ecosystems and protect water resources for human use. It is important to manage this resource and be supported with good planning, decision-making and management to ensure that human use does not impact on the condition of the ecosystem. Their FEPA status indicates that they should remain in a good condition (A or B category) in order to contribute to national biodiversity goals and support sustainable use of water resources.

The overleaf map illustrates freshwater ecosystem within the District.

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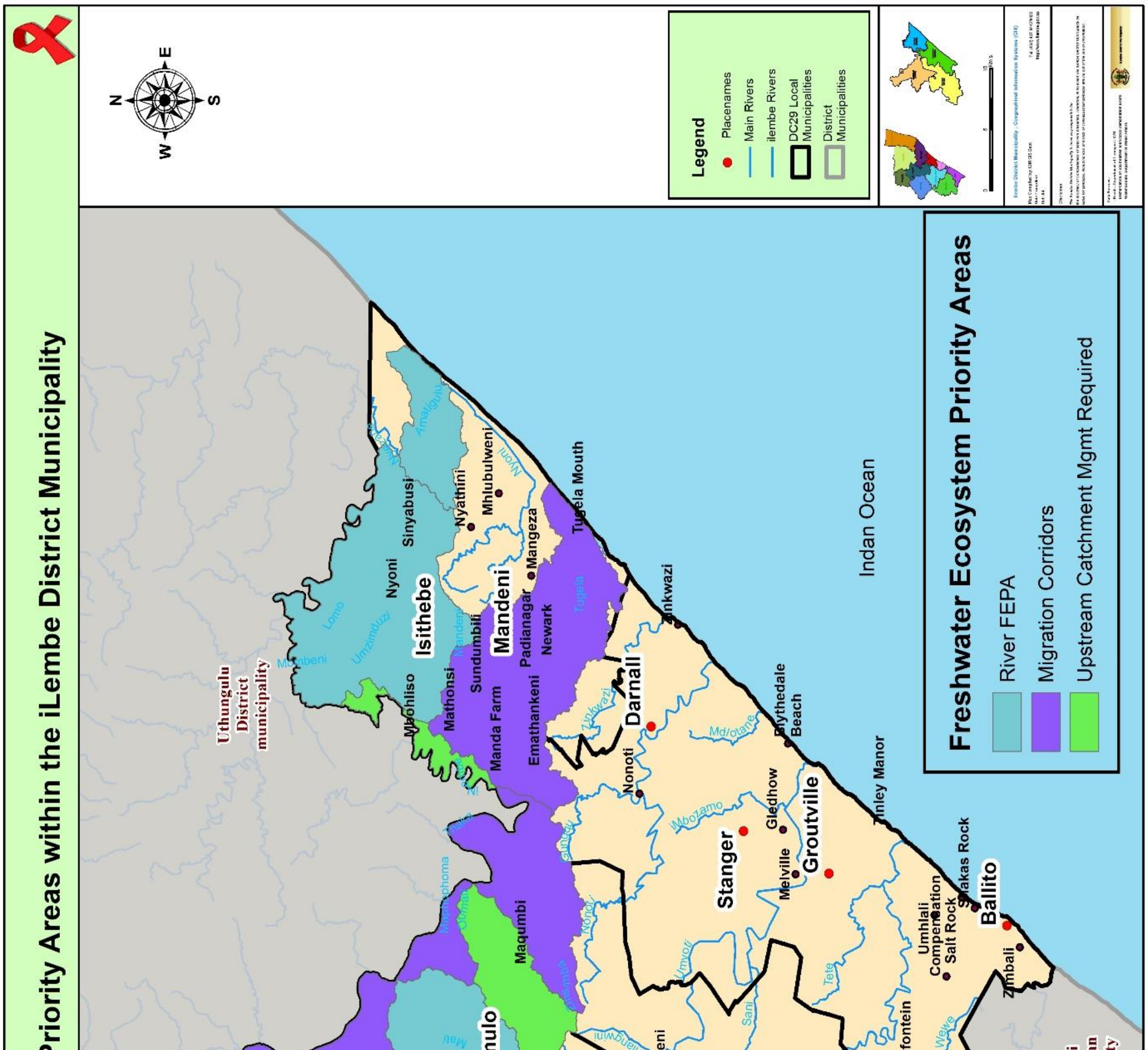

MAP 7: FRESHWATER ECOSYSTEM

3.3.5 PRESSURES AND OPPORTUNITIES RELATED TO BIODIVERSITY MANAGEMENT

The Convention on Biological Diversity sets out that there are five principal pressures on biodiversity, namely (i) Habitat loss and degradation; (ii) Climate change; (iii) Excessive nutrient load and other forms of pollution; (iv) Over-exploitation and unsustainable use; and (v) Invasive alien species. A large driver of these pressures is human activities that place on the environment to support human lifestyles. Below is a list of other possible impacts on the biodiversity with the District:

- Uncontrolled human settlement and ribbon development is transforming the natural vegetation;
- Overgrazing threatens natural vegetation integrity;
- Alien invader plants infestation is transforming natural vegetation;
- Lack of biodiversity information within tribal areas;
- Loss of sensitive sites due to mismanagement/ lack of appropriate protection;
- Impact of urbanisation on the sensitive dune and coastal forests; and
- Impact of urbanisation on estuary and riverine vegetation.

3.3.5.1 OPPORTUNITIES

Opportunities related to biodiversity that would need to be considered include the following:

- Job creation from alien clearing projects, including projects under the Working for Water Programme;
- Job creation from rehabilitation of degraded wetlands and other valuable ecosystems, including projects under the Working for Wetlands Programme;
- Eco-tourism from scenic, wildlife viewing, birding, nature trails; coast, beach;
- Contribution of Protected Areas to ecotourism and economy in terms of being a draw card;
- Ecosystem services derived from ecological infrastructure (intact functioning green systems that deliver services), which can contribute to flood and drought mitigation, protection of infrastructure, water purification, recreational activities, etc.;
- Protected areas already contributing to conservation of the biodiversity network and ecosystem services;
- Combination of land uses (agriculture and protection of biodiversity) on extensive grazing land that can also contribute to the conservation of the biodiversity network;
- Protection of biodiversity network and ecosystem services through municipal managed land; and
- Protection of network through the encouragement of stewardship via rate reductions, rebates, etc.

3.3.6 COASTAL MANAGEMENT

The management of coastal resources is governed by the National Environmental Management: Integrated Coastal Management Act, 2008, which aims to promote the integrated coastal management in South Africa. The act encourages the protection of the coastal environment through the development of area-specific policies such as the Coastal Management Programmes (CMPs), Estuarine Management Plans and Coastal Access Plans.

The iLembe District Municipality is comprised of two coastal Local Municipalities which are KwaDukuza and the Mandeni Local Municipality. These two local authorities are of distinctly different characters, with KwaDukuza showing high levels of transformation and degradation as a result of extreme development pressure in the coastal zone and the predominance of commercial sugarcane cultivation. By contrast, Mandeni is characterised by more subsistence agriculture and less transformation of natural areas. A large percentage of the coastal area within the iLembe is characterized by commercial

agriculture. The iLembe coastal zone is fed by over 8 estuarine systems including the small streams and rivers entering the sea.

3.3.6.1 COASTAL MANAGEMENT PROGRAMMES

The District is currently finalising its Coastal Management Programme which is funded the Department of Environmental Affairs. KwaDukuza Municipality is also in the process of finalising its own CMP. The Mandeni CMP was completed in 2014 and is currently being implemented.

3.3.6.2 ESTUARIES

Estuaries are formed where fresh water from rivers runs out to sea, although the mouths of some estuaries periodically close off from the sea. Estuaries provide nursery areas for many commercially important fish species, and deliver sediments that form and maintain beaches and provide nutrients for marine food webs. Below is a list of estuaries found within the iLembe District.

ESTUARY NAME	DESCRIPTION OF SYSTEM	LOCATION
Matigulu /Nyoni	Permanently open estuary – good condition	Mandeni Municipality
Tugela/Thukela	River mouth - fair condition	Mandeni Municipality
Mdlotane	Temporarily - closed estuary, good condition	KwaDukuza Municipality
uMhlali	Temporarily closed estuary, in a fair condition	KwaDukuza Municipality
Mvoti River mouth	Open system good condition	KwaDukuza Municipality
Nonoti	Temporarily closed estuary, poor condition	KwaDukuza Municipality
Seteni	Temporarily closed estuary, fair condition	KwaDukuza Municipality
Zinkwazi	Temporarily closed estuary, fair condition	KwaDukuza Municipality

TABLE 9: ESTUARIES WITHIN ILEMBE DISTRICT

3.3.6.3 THE STATUS OF THE COASTAL ACCESS POINTS

Public coastal access is mainly about people's ability to reach the shoreline without any challenges, as the coastal property is viewed as belongs to all citizens. Specific issues attached to coastal access include whether the public can:

- view or physically use the coast
- pass over land legally to reach the coast
- access coastal lands from the water
- afford to access the coast through fees or other expenses
- use coastal areas without placing undue stress on ecosystems

There are two Coastal Municipalities within the District. The Mandeni Municipality has complete the exercise of identification of the coastal access areas and currently consulting the affected parties. Within the KwaDukuza Municipality there are challenges in completing the list, as some of the access areas are to be closed by the Municipality.

3.3.6.4 COASTAL PROGRAMMES IMPLEMENTED WITHIN THE ILEMBE DISTRICT

3.3.6.4.1 BLUE FLAG PROGRAMME

As way of encouraging the management and protection Municipal coastal resources, the Mandeni and KwaDukuza Local Municipalities in collaboration with the Wildlife and Environmental Society of Southern Africa (WESSA) are implementing the **Blue Flag Beaches** at Dokodweni and Blythedale beaches. The designation of these beaches as "Blue Flag" will lead to, *inter alia*, the following benefits:

- Improving the management of water resources.
- Improved beach management by introducing life guards and security.
- Clean, safe beaches and well maintained facilities which will attract domestic and international tourists
- Increased business investment as the blue flag brand is an important driver for achieving high standards of cleanliness and security.

3.3.6.4.2 WORKING FOR THE COAST PROGRAMME

Through the Expanded Public Work Program, the Department of Environmental Affairs is implementing the Working for the Coast programme which is a programme aiming at assisting coastal Municipalities to better manage coastal resources.

3.3.7 WASTE MANAGEMENT

Section 156 (in conjunction with Schedule 4B and 5B) of the Constitution of South Africa (Act 108 of 1996), assigns cleansing and solid waste removal and disposal to Municipalities. To better perform this function, the NEM: Waste Act (Act No. 59 of 2008) came into effect, to amongst other objectives, to consolidate all polices and legislation governing waste in South Africa. Municipalities and other government institution are compelled to comply with a number of sections of the Act, which are discussed below:

Section of NEM: WA	Description	Status
Section 11	Section 11 of the Act compels institutions responsible for waste management to develop a tool to manage their waste, which is known as the **Integrated Waste Management Plan (IWMP)**.	Mandeni Municipality has finalised its IWMP and has been approved by council. Maphumulo has completed a draft IWMP and has been approved by council. KwaDukuza Municipality is in the process of drafting its IWMP. At Ndwedwe the Service provider has been employed to undertake the process of developing the IWMP. There is currently no IWMP at ILembe District Municipality.
Section 10 (3)	For the National Department, Provinces and Municipalities to designate waste management officers (WMOs), to be done in writing, to ensure that there is constant communication between all three spheres of government on the implementation of the Waste Act	All LMs within the District, including the District Municipality, have designated WMOs. These designation will now have to be formally communicated to the MEC or Minister, as per the requirements of the Act.

TABLE 10: STATUS OF WASTE MANAGEMENT WITHIN ILEMBE DISTRICT

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3.3.7.1 PROVISION OF WASTE SERVICES WITHIN THE DISTRICT

The National Environmental Management: Waste Act, 2008 (Act No. 59 of 2008) stipulates that standards are required in the provision of the Waste services within the Country and Municipalities specifically, in order to "give effect to the right to an environment that is not harmful to health and well-being," and that this right have to be applied "uniformly throughout the Republic". Hence, the setting of National Domestic Waste Collection Standards was informed by the Constitution, the National Environmental Management: Waste Act, 2008 (Act No. 59 of 2008), the General Waste Collection Standards of Gauteng Province, the current international waste management standards and good practices in both developed "and developing countries, the current waste collection practices in South African municipalities as well as stakeholder consultations.

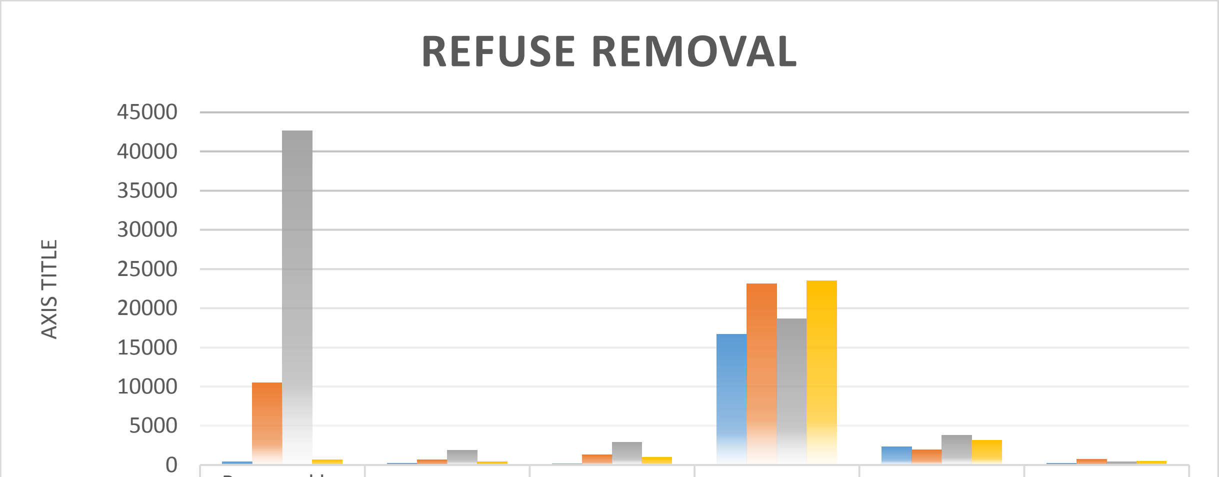
It is imperative for the Municipalities within the iLembe to comply with these standards. The provision of waste within iLembe is depicted in the table below:

Local Municipality	Number of Households per Municipality	Number of households receiving waste collection services at least once a week	Number of households whose refuse is collected from a central collection point at least once a week	Number of household with supervised disposal of waste on site	Number of households not receiving waste services	Total number of households with access to waste collection services
Mandeni	38233	**28 152**	18 078	None	**10 081**	1351
KwaDukuza	70284	45 312	36 670	None	None	1612
Maphumulo	19972	2036	2036	None	17936	2036
Ndwedwe	29200	4000	Not Applicable	None	4000	4000

TABLE 11: PROVISION OF WASTE IN THE DISTRICT

The Draft IWMP's of the Local Municipalities intends to provide the extension of waste management services to areas which are not currently serviced by Municipalities, notably in rural areas. It necessary to implement the recommendation as included in the implementation plan of the IWMP. There is a pressing need for the development of the District IWMP which will have to attempt to coordinate all the waste management activities within the region, including considering issues of waste recycling and disposal.

3.3.7.2 SOLID WASTE MANAGEMENT



	Removed by local authority/private company at least once a week	Removed by local authority/private company less often	Communal refuse dump	Own refuse dump	No rubbish disposal	Other
Maphumulo	382	196	154	16702	2351	190
Mandeni	10508	655	1332	23114	1915	711
KwaDukuza	42678	1894	2907	18631	3784	390
Ndwedwe	670	428	982	23484	3180	455

GRAPH 5: REFUSE REMOVAL
SOURCE STATISTICS SA CENSUS, 2011

3.3.7.3 The status of the Landfill sites within the District

The iLembe family municipalities are using privately owned landfill site, i.e. Dolphin Coast Landfill located at KwaDukuza and the Sappi Landfill located within Mandeni Local Municipalities. It is the intention of this this District Municipality to develop a public landfill site in the near future, since the operation of the landfill site is the mandate of the District.

3.3.8 MINING WITHIN THE DISTRICT

Mining within the iLembe District can be is grouped into **quarry** and **sand mining**. Sand mining mostly is done within our river systems and the most of the affected rivers are uMvoti, uMhlali, Tongathi, AmaTigulu River, and uThukela River.

According to the DMR database, very few mining permits have been issued along the abovementioned Rivers. However, a number illegal sand miners are currently mining along the abovementioned rivers, which present a serious challenge to the District Municipality. The continuing of illegal activities will have detrimental impacts on the river systems including the following:

- Destruction of riparian habitat;
- Effects on floodplain functionality;
- Re-suspension of material leading to deposition in downstream estuarine environment, thereby changing estuarine benthic habitat;
- Influences on turbidity levels in estuarine waters, thereby affecting system productivity; and
- Influences the dynamics of littoral sand drift along the KZN coastline, thereby making the coastline vulnerable to flooding.

Quarry mining, within the Mandeni, is mostly done by the Department of Transport. A number of sites have been identified and most are illegal. The Aggregate and Sand Producers Association of South Africa (ASPASA) has reported in December 2011, two quarry based operations within the iLembe District Municipality. These

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are Ballito Crushers in Ballito, Lafarge quarry in KwaDukuza and Umhlali quarry. Primary concerns with aggregate mining operations are dust emissions contributing to local air quality and river and ground water quality.

RIVER	ASSOCIATED ESTUARY	NO OF RECORDED SAND MINING OPERATIONS (MER, 2007)	COMMENTS
Tugela	Thukela mouth	3	Presence of large sandbanks presents potential for future sand mining activity
Zinkwazi		Nil observed	
Mvoti		8-10	Each operation has its own access, increased potential for erosion.
Senteni		Nil Observed	
Mhlali	Temporary open/closed estuary	4	
Tongati		5	All located just east of the N2 bridge

TABLE 12: RECORD OF SAND MINING IN THE DISTRICT

3.3.9 AIR QUALITY MANAGEMENT

"Air pollution" is listed in Part B of Schedule 4 of the Constitution as a function of municipalities. The main purpose for Air Quality Management is to manage emissions into the atmosphere, improving air and atmospheric quality through the implementation of the National Environmental Management: Air Quality Act, Act 39 of 2004 and other air quality management legislations, policies and systems at provincial level, and supporting Air Quality Management efforts at local, national and international levels. Municipalities influence air quality governance through the introduction of by-laws, which are legally enforceable within the municipality's jurisdiction. Furthermore, the National Framework for Air Quality Management in the Republic of South Africa has been published by the Minister in terms of section 7 of NEM: AQA. The Framework binds all organs of state in all spheres of government, who must give effect to it when exercising a power or performing a function or duty in terms of this Act or any other legislation regulating air quality management.

3.3.10 RESPONDING TO IMPACTS OF CLIMATE CHANGE

The iLembe District hosted two **Climate Change Summits** in the years 2009 and 2014, respectively. A number of resolutions were taken during these summits, the progress on implementing these is presented below:

RESOLUTIONS	ACTIVITIES	PROGRESS TO DATE
The District to conduct a SWOT (PESTEL) analysis for both the District and Local Municipalities, with an intention to confirm the need to move towards a Low Carbon Society	Development of a Low-Emission Climate-Resilient Development Strategy (LECRDS) to include the following: a) Greenhouse Gas Inventory b) Vulnerability Assessment c) Technological assessment	Due to the lack of funds the District has developed a business plan, which has been circulated to various institutions.
The District to understand all key issues that might have an effect on the transition towards low carbon society	Identification of key factors that might affect a transition to a low carbon society	To be covered by the Strategy
The District to develop a Climate Change Programme, which should be aligned with	The District to develop the following:	To be covered by the proposed strategy

those of the Sector Departments both at a provincial and national level	a) Energy efficiency programme b) Alien clearance programme c) Waste recycling programme	
The District to develop a strategy for transition to Low Carbon Society which should take into consideration the existing policies and programmes.	Development of a Low-Emission Climate-Resilient Development Strategy (LECRDS) to include the following: a) Greenhouse Gas Inventory b) Vulnerability Assessment c) Technological assessment	To be covered by the Strategy
The District to develop a Capacity Building Programme, in partnership with key stakeholders, aiming at building community resilience on the impacts of climate change.	Development of a capacity building programme	
Ensure that there are no language barriers on issues of climate change. All communication should be facilitated in a language that is understood by the majority of local communities	Formation of the Climate Change Forum which will include all relevant stakeholders	Currently discussing terms of reference for the forum that will discuss issues of climate change, waste management and other relevant issues
The District to establish IGR structures (District Climate Change Forum or Committee)	Formation of the Climate Change Forum which will include all relevant stakeholders	Finalising the terms of reference
The District to undertake: **a) Risk Assessments at a local level to assess risks to inform risk reduction strategies and planning.** **b) Greenhouse Gas Inventory for the District (including local municipalities) to assist in developing Mitigation programmes.**	Development of a Low-Emission Climate-Resilient Development Strategy (LECRDS) to include the following: a) Greenhouse Gas Inventory b) Vulnerability Assessment c) Technological assessment	Addressed above
The District to consider partnering with Research/ Scientific institutions and other international organizations involve in climate change dialogue	Identify a list of Scientific / Research institutions and organisation to partner with	The District is working with ICLEI on the **Local Action for Biodiversity (LAB): Wetlands South Africa** aiming at conserving wetlands and other natural resources that provide solutions to climate hazards and water shortages.
The District to prioritize the development of policies responding to climate change	Development of: a) Air Quality Management Plan, b) Climate Change Response Strategy c) Sugar Cane burning policy / regulation	Environmental Health is in the process of developing an Air Quality Management Plan
The District to participate in all Climate Change events at a provincial, national and international levels.	To attend the local, provincial and national fora dealing with climate change such as the following fora: a) Green economy b) Renewable energy c) VNAMA d) Energy efficiency e) Climate Change programme in Premier's Office f) Climate Change Compact	The District is currently participating in the following: ✓ Green economy ✓ Renewable energy ✓ VNAMA ✓ Energy efficiency ✓ Climate Change programme in Premier's Office ✓ Climate Change Compact

TABLE 13: RESPONDING TO CLIMATE CHANGE

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3.3.11 TOWARDS THE GREEN ECONOMY

The iLembe District is plagued by a high rate of unemployment. Therefore, the move towards a green economy is essential in the fight against unemployment and poverty. The designation of the District as the Renewable Energy hub of the Province is key in catalysing the transformation towards a green economy. Below is the list of sectors that can contribute towards this path.

SECTOR	SUBSECTOR	STATUS	COMMENTS
RENEWABLE ENERGY	WIND SOLAR PV Biomass combustion Biofuels Small Hydro GO-GENERATION LANDFILL OCEANIC	Partly the sector is established, looking into a number of established firms, but there are further opportunities to be explored. A biodiesel project has been initiated by the iLembe District and aims to establish a biodiesel processing plant, delivering vehicle-grade diesel from used oil (initially) and ultimately from Moringa seed.	South Africa is one of the fastest growing renewable energy markets in the world. The iLembe has been identified as the Renewable Hub. This programme present various opportunities for the iLembe Community. A Renewable Energy Components Hub focusing on the manufacturing of renewable energy and energy efficiency components and services aligned thereto.
WASTE RECYCLING	PAPER PLASTICS CANS GLASS E-WASTE TYRE METALS	Established private sector component, opportunities in private / public cooperation	• Facilitate improved access to waste (incentives) • Develop understanding of waste streams • Green procurement • Research opportunities for local beneficiation • Consider job creation (EPWP type) in sector
NATURAL RESOURCES	Plant wholesale Plant retail Landscaping Rehabilitation		
OPERATION PHAKISA	Operation Phakisa has been initiated as an integrated programme designed to unlock growth and delivery in the oceans or blue economy as it is famously known. The programme focuses on four areas, which are: • Oil and Gas Exploration (OG), • Marine Transport and Manufacturing (MTM), • Aquaculture, and • Maritime Protection and Governance	The uThukela MPA has been identified to assist the Operation Phakisa within the District.	

TABLE 20: RENEWABLE ENERGY PROGRAMMES

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3.3.12 STRATEGIC ENVIRONMENTAL ASSESSMENT (SEA)

Several tools do exist that can be used to manage the environment. Such tools include, Environmental Impact Assessments (EIA), Environmental Management Plans (EMP), Environmental Management Systems (EMS), Environmental Management Frameworks (EMF) and Strategic Environmental Assessment (SEA). These tools have different areas of application but are also partly overlapping, which might cause confusion.

According to the Municipal Systems Act (No. 32 of 2000) the Municipal Council is required to compile a SEA as part of the Spatial Development Framework for the Municipal Integrated Development Plan. The iLembe District has completed its Environmental Management Framework (EMF), as required by the Environmental Impact Assessment regulations (2004), written in terms of the National Environmental Management Act (Act 107 of 1998). EMF is a tool to guide development initiatives from an environmental perspective, that is, the main driver behind the development of the EMF is the need to provide environmental support for decision makers in the municipality.

Therefore it can be concluded that SEA is similar to the EMF in terms of purpose. Hence the iLembe District has finalised and approved the **iLembe Environmental Management Framework** which aim to promote sustainable development within the District. This framework has identified all environmental sensitive features and developed a framework, as management zones, upon which these features are to be managed for the benefit of future generations. The environmental management zones of the EMF takes into consideration in all decision-making processes including the development of other planning tools such Spatial Development Plans and Land Use Schemes. The EMF also caters for the Mandeni Municipality. The EMF provides a framework for environmental decision making by:

- Providing definite criteria for decision making;
- Providing an objective environmental sensitivity overview;
- Defining and categorisation of environmental, social and heritage resources, economic and institutional aspects;
- Identify sensitive areas spatially; and
- Formulating management guidelines.

3.3.13 ENVIRONMENTAL EDUCATION, AWARENESS PROGRAMMES

Throughout the years environmental education has been best to promote sustainability principles and environmental management. The iLembe District Municipality working with different sector departments which provide education, awareness and capacity building programmes within the District has developed its draft plan for conducting such programmes. These sectors include: Umgeni Water, Environmental Affairs, Economic Development, Tourism and Environmental Affairs, Department of Water and Sanitation, Department of Agriculture, Forestry and Fisheries, Working on Water, Working on Fire, Department of Education. The planned initiatives are gearing towards strengthening the knowledge base of environmental management across all societal groups and sectors throughout the District.

The environmental calendar days have been included in the district-wide plan to ensure that there are education activities taking place during these environmental special days in the district as a form creating awareness on environmental related matters. These are, amongst others: Arbour day, Wetlands Week, Water Week, Environmental Week, International Coastal Clean-up, Arbour Month, Desertification day, Weed buster Week, Recycling Day, Marine Month, etc.

Efforts have been made on environmental education and awareness, to date the focus has been on Schools. It important to include other partners such as the community, Amakhosi, and other Community Based Organisations in order to:

- Promotion of land stewardship and food growing programs;
- Implementation of local tourism projects;
- Implementation of sustainable production of traditional medicines;

- Implementation of local waste collection/recycling initiatives;
- Implementation of the recommendations of the fishing harbour study
- Supporting alternative business models such as cooperatives and community associations

3.3.3 SPATIAL & ENVIRONMENTAL: SWOT ANALYSIS

STRENGTHS • **Planning capacity to deliver** • **Strategic plans for DM & LM** • **Sector Plans for DM & LM** • **Established District level agency that provides effective business and investor facilitation and support to reduce regulatory burden.** • **Established institution or 'body' that act as a broker for special projects.** • **Development of EMF for the management of environmental assets** • **Development of Environmental Policies, national for guidance** • **Cooperative governance between spheres of government**	**WEAKNESSES** • **Inadequate planning to meet Provincial Targets** • **Inadequate financial resources to address spatial planning requirements** • **Lack of available data on Environmental assets of the District** • **Limited broadband** • **Fragmented spatial planning** • **Limited number of Economic and Planning staff**
OPPORTUNITIES • DM Located between 2 South Africa's biggest ports • DM Located on provincial corridor one • Good soil conditions • Stable climate conditions • Located within 10km radius of Dube Trade Port • Single Geo-database for the district • Increase the number of protected areas • District has a large number of sites with conservation value • Preserve a sense of place	**THREATS** • Climate change • Inadequate and aging infrastructure • Environmental degradation • Loss of site of Conservation value • Biodiversity loss • Loss of dunes and coastal forests

TABLE 21: SPATIAL & ENVIRON. SWOT

3.4 DISASTER MANAGEMENT

3.4.1 MUNICIPAL INSTITUTIONAL CAPACITY

iLembe District Municipality has a functional District Disaster Management Centre (DDMC) established in terms of Disaster Management Act No. 57 of 2002, and it is situated in No 12 Haysom Road in Stanger. There are various institutional measures that have been established to ensure compliance with disaster management legislation and policies.

Institutional Measures	Remarks
Disaster Management Centre	Fully Functional
Human Resource (Staff)	1 x Manager, 1 x Disaster Management Officer, 2 x Disaster Field workers. As per approved organogram, vacant positions of 1 x Admin Assistant, 2 x Disaster Field Officers and 1 x Disaster Management Officer need to be filled.
Physical Resources (vehicles)	3 x vehicles are available, but specialized (4x4) vehicles are required to be driven on rural terrain.
Disaster Management Policy	Available
Disaster Management Plan	Available and Reviewed regularly
Disaster Management Portfolio Committee	Fully Functional and meets monthly
Disaster Management Practitioners Forum	Fully Functional and meets monthly
Disaster Management Advisory Forum	Fully Functional and meets quarterly

TABLE 22: DISASTER MANAGEMENT INSTITUTIONAL CAPACITY

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3.4.2 RISK ASSESSMENT

The District has completed the review of its Disaster Management Plan which was developed in 2009. Core to the review process was a comprehensive Ward Based Risk Assessment process which was conducted with the District and its family of municipalities. The process included a detailed hazard, vulnerability and capacity assessments which culminated in the spatial mapping of all known risks in our local municipalities Some of the most common hazards that were identified include thunderstorms (accompanied by heavy rainfall, lightning, strong wind, and hail),structural fires and drought which has been declared as a Provincial Disaster . The high number of accidents in N2 and R102 was also noted with great concern. The development of King Shaka International Air Port has also increased the risk of aircraft crashes since there are more aircraft crossing the district then before hence the high level preparedness is critical. The plan was further enhanced through including issues of bio-diversity and climate change impacts as envisage in the new Disaster Management Amendment Act No 16 of 2015.

3.4.3 RISK REDUCTION & PREVENTION

Once Risk Assessments were conducted, all identified risks were listed and then prioritised with the aim of coming up with adequate Disaster Risk Reduction (DRR) programmes. In ensuring prevention and mitigation against disasters, iLembe District has developed relevant Disaster Risk Reduction (DRR) strategies that are implemented on an ongoing basis. Some of the developed DRR strategies included:

- Integrated Development and Service Delivery;
- Ongoing Community Awareness Campaigns and Capacity Building Programmes;
- Implementation Of The Early Warning System (Weather and Climate);
- Land Use Management;
- Protection and effective utilisation of Wetlands; and
- Installation of Lightning Conductors.

3.4.4 RESPONSE & RECOVERY

As required by the disaster management legislation, the District must play its meaningful role as and when incidents are reported. To ensure rapid and effective response to incidents, the District partners with other stakeholders (such as Local Municipalities) to conduct necessary assessments. Assessments are usually conducted to verify the extent of damages and also to determine the assistance required by affected communities. Once assessments are conducted, the District issues Relief Aid to ensure that affected communities are able to temporarily cope with the situation. Thereafter, as required by the Disaster Management Act 57 of 2002 (Act), Sector Departments are then engaged to fulfil their mandatory obligations in terms of recovery and rehabilitation. As required by the Act, iLembe District continues to prepare and implement Contingency Plans to ensure the high state of readiness during all seasons. Such Contingency are prepared before the beginning of each season with every disaster managements stakeholder expected to submits its Plan to the District Disaster Management Centre.

3.4.4.1 OTHER INTERVENTIONS

- **INFORMATION MANAGEMENT AND COMMUNICATION**
  As required by the disaster management legislation, iLembe District Disaster Management Centre must act as a conduit and repository for information on disasters and impending disasters within our district. It is in this view that the District has a comprehensive Communication System as per Enabler 1 of the Disaster Management Framework. Currently the system is utilised log, capture and monitor all incidents that are reported within the district and its family of municipalities. Disaster Management Practitioners also conduct damage assessments using Mobile Devices (Tablets), whereby all captured information is stored in a Web Portal of the System for easy access. Staff is being trained on other features of the Communication System, especially usage of the System as a disaster management planning tool. To date, the District is able to print summarised incident reports from the

Communication System. The district continues to implement other conventional ways of communication and this includes e-mails, local newspapers, cell phones and reports.

- **EDUCATION, TRAINING, RESEARCH AND PUBLIC AWARENESS**
  The issue of building disaster management capacity within the district is of utmost importance. It is in this view that the District continues to implement community awareness and capacity building programmes. The district has also adopted a strategy to partner and collaborated with other disaster management stakeholders to ensure that such programmes are implemented in an integrated manner. One of the main objectives of conducting community awareness campaigns is to ensure that communities exercise risk avoidance behaviour and take precautionary measures as all times.

3.4.5 FUNDING ARRANGEMENTS

The District Disaster Management Centre (DDMC) is in a position to prepare and make budget allocations for the disaster management unit on an annual basis. Currently, budgets have been allocated according to carry out the following key activities:

- Enhancement Of The District Disaster Management Centre (Office Partitioning building more Offices);
- Capacity Building Programmes;
- Community Awareness Programmes;
- Procurement of Emergency Relief Aid (Plastic Sheeting, Blankets And Food Parcels);
- Procurement of Emergency Relief Aid (Temporary Shelter);
- Review of the District Disaster Management Plan;
- Support to Local Municipalities and
- Installation of Lightning Conductors.

For specific programmes, the Provincial Disaster Management Centre (PDMC) and National Disaster Management Centre (NDMC) allocate funding. Private organizations or individuals can also donate or sponsor disaster management related activities. The Disaster Risk Management Sector Plan is attached as **Annexure C** for more details.

3.4.6 DISASTER MANAGEMENT: SWOT ANALYSIS

	HELPFUL TO ACHIEVING THE OBJECTIVE	HARMFUL TO ACHIEVING THE OBJECTIVE
Internal origin (attributes of the system)	**Strengths** • Good management and institutional arrangement. • Good monitoring and evaluation system • Existence of required or relevant expertise. • Availability of budget. • Developed comprehensive programmes. • Politically buy-in. • Better understanding and integration of disaster risk management issues with the municipal departments and entities.	**Weaknesses** • Insufficient human resource (Staff) • Lack of specialized vehicles (4X4) suitable for rural terrain. • Lack of adequate human and financial resources in some Local Municipalities. • Outdated disaster risk management plans in some Local Municipalities
External origin (attributes of the environment)	**Opportunities** • Employment of more staff. • Completion of the District Disaster Risk Management Centre. • Securing of political buy-in especially at the Local Municipalities. • Sharing of best practices and capacity building obtained from other municipalities, PDMC, NDMC and other institutions. • Development or and review of disaster risk management plans for local municipalities	**Threats** • Lack of comprehensive understanding of disaster risk management amongst other stakeholders. • Lack of cooperation from other sectors. • Climate change impacts (Severe weather events).

TABLE 23: DISASTER MANAGEMENT SWOT

3.5 MUNICIPAL TRANSFORMATION & INSTITUTIONAL ORGANISATIONAL DEVELOPMENT

3.5.1 INSTITUTIONAL ARRANGEMENTS

3.5.1.1 COUNCIL SITTINGS

The Council of the iLembe District Municipality consists of 32 Councillors, 13 of whom were directly elected to serve on the Council and 19 of whom were nominated by the Local Municipalities to serve on the District Council and membership is made up of:

- *22 African National Congress Councillors*
- *6 Inkatha Freedom Party Councillors*
- *3 Democratic Alliance Councillors and*
- *1 Economic Freedom Fighters Councillors.*

To ensure compliance with the legislative requirement that the Council meet at least quarterly. However, in order to meet compliance requirements in relation to such issues as Budget approvals, mid-term Budget Reviews, Adjustments Budgets, IDP Reviews, Annual Report and Annual Report Oversight reviews, the Council effectively meets almost once every month.

3.5.1.2 THE EXECUTIVE COMMITTEE

The iLembe District Municipality has established an Executive Committee consisting of five Councillors. Although the manner in which the composition of the Executive Committees should be determined is not prescribed by legislation, when establishing the Executive Committee the Council was mindful of the provisions of Section 160(8) of the Constitution of the Republic of South Africa.

In keeping with the requirements of that Section of the Constitution, the Executive Committee was constituted on the basis of proportional representation, giving the following membership:

- African National Congress: 4 Councillors
- Inkatha Freedom Party Councillors: 1 Councillor
- Democratic Alliance: 1 Councillor

The Executive Committee holds ordinary meetings twice per month with additional special meetings being convened as and when necessary.

3.5.1.3 PORTFOLIO COMMITTEES

The iLembe District Municipality has established four Portfolio Committees to assist the Executive Committee, these being:

- Finance Portfolio Committee
- Infrastructure and Technical Portfolio Committee
- Economic Development and Planning , Environmental Health and Safety Portfolio Committee
- Local Public Administration and Labour Relations Committee.

The Portfolio Committees meet once per month and the recommendations of the Portfolio Committees are submitted to the meeting of the Executive Committee following the meeting of the Portfolio Committee.

3.5.1.4 SPECIAL PURPOSE COMMITTEES AND SUB-COMMITTEES

The Council has also established a number of Special Purpose Committees and Sub-Committees, including:

- Budget and Audit Steering Committee;
- Local Labour Forum;
- Rules Committee;
- Youth Sub-Committee;
- Task Team re Strike Action;
- Gender Sub-Committee;
- Risk Management Committee; and
- Human Resource Development Sub-Committee.

Some of the special purpose Committees, such as the Task Team re Strike Action, only meet as and when necessary. The others meet on a regular basis to develop strategies and approaches to address challenges in connection with their specific areas of expertise.

3.5.1.5 MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC)

The ILembe District Municipality Council has established a Municipal Public Accounts Committee. The Committee consists of 5 Councillors of the Municipality, who are not members of the Executive Committee. It also reports to the Council, through the Speaker, on any of the financial statements, develops the annual oversight report based on the annual report, initiates any investigation and performs any other function assigned to it by resolution of the Council.

3.5.1.6 AUDIT, PERFORMANCE MANAGEMENT AND RISK COMMITTEE

The iLembe District Municipality has established a single Financial, Performance Management and Risk Management Audit Committee to perform all of those functions. The Committee is also the Financial, Performance Management and Risk Management Audit Committee for the Municipal Entity established by the Council to handle economic development matters in the District. The Audit Committee operates under a Charter approved by the Council and submits reports on its activities to the Council twice annually. However, to improve communication between the Audit Committee and the Council, the Mayor and the Chairperson of the Municipal Public Accounts Committee have a standing invitation to attend all meetings of the Audit Committee.

3.5.1.7 INTERNAL AUDIT CAPACITY AND FUNCTIONALITY

The Municipality has an Internal Audit Unit which operates in terms of an Audit Plan developed by the Audit, Performance Management and Risk Committee. In the past the Internal Audit Unit has lacked the capacity to address all the matters contained in the Audit Plan and has relied on assistance from the Provincial Treasury to meet the requirements of the Audit Plan. However, the Municipality has made provision for a fully capacitated Internal Audit Unit that reports to the Office of the Municipal Manager.

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3.5.2 POWERS & FUNCTIONS

District Powers & Functions (Chapter 7, Section 156 Of Constitution)	Executed by iLembe	
1. Integrated Development Planning	✓	
2. Bulk Water	✓	
3. Bulk Electricity		✓
4. Bulk Sewerage Purification	✓	
5. Solid Waste Disposal		✓
6. District Roads		✓
7. Regulating Passenger Transport		✓
8. Airports Serving District		✓
9. Health Services	✓	
10. Fire Fighting		✓
11. Control Fresh produce markets &abattoirs		✓
12. Cemeteries &Crematoria		✓
13. Tourism	✓	
14. Public Works relating to the above	✓	
15. Grants-receiving & distributing	✓	
16. Impose, Collect taxes &levies	✓	
17. Disaster Management	✓	
18. Accountability	✓	
19. Community participation	✓	
20. Financially &Environmentally sustainable service delivery	✓	
21. Equitable Access to Municipal Services	✓	
22. Local Economic development	✓	
23. Gender Equity	✓	
24. Safe and Healthy Environment	✓	
25. Performance Management Systems	✓	
26. Incremental Improvement	✓	
27. Air Quality Management	✓	
28. Responsible Financial Management	✓	

TABLE 24: POWERS & FUNCTIONS

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3.5.3 ORGANISATIONAL STRUCTURE

The organisational structure as seen below was adopted on the 20th June 2012 and further reviewed on the 29 May 2015. This structure is considered to be appropriate for the developmental local government mandate assigned to the District Municipality in terms of the Municipal Structures Act, 1998. The Municipality's organisational structure has five administrative components that are managed and headed by the Municipal Manager as follows:

- Office of the Municipal Manager
- Corporate Governance
- Finance
- Technical Services
- Corporate Services

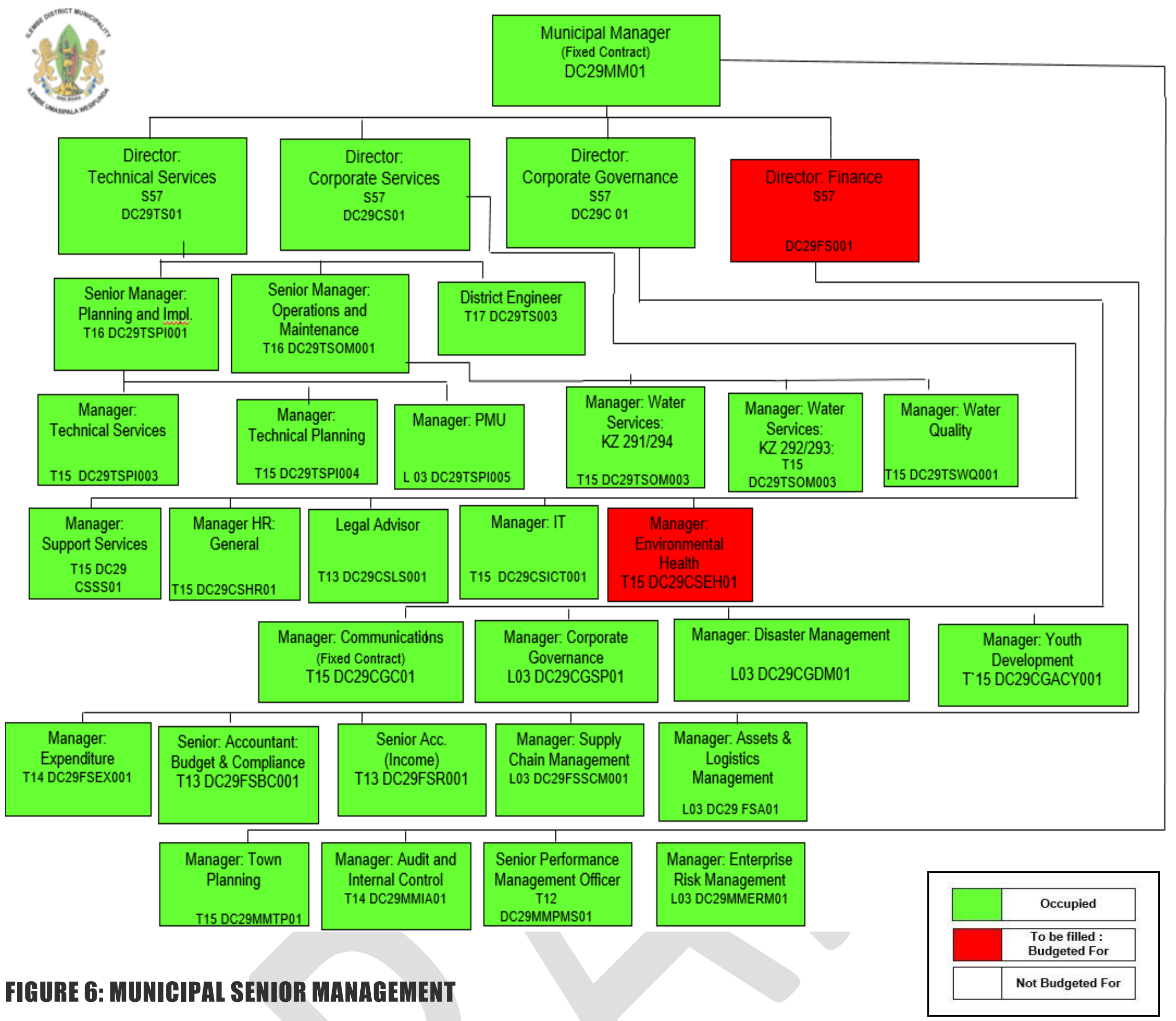

FIGURE 6: MUNICIPAL SENIOR MANAGEMENT

The approved structure indicates that there are 673 approved posts, 582 posts are filled and there are 88 vacancies accounting for all the Municipal Departments. The staff vacancy rate has slightly decreased from 14% to 13%. This vacancy rate is higher than the acceptable vacancy rate norm of 10%. The decrease in the vacancy rate is not significant even though there have been appointments. This is due to terminations in employment which are as result of death, resignations, retirements and employment contracts. This is illustrated in the table below:

Establishment	Number of Posts	Staff Complement	Shared service	Vacancies	% Vacant
OMM	27	21	03	03	**11%**
Corporate Services	89	75	0	14	**15%**
Finance	140	127	0	13	**9%**
Corporate Governance	43	34	0	09	**20%**
Technical	374	325	0	49	**13%**
Total	**673**	**582**	**03**	**88**	**13%**

TABLE 14: STAFF COMPLEMENT

3.5.3.1 ENTERPRISE ILEMBE ORGANISATIONAL STRUCTURE

According to the MFMA 60(b): The Municipal Manager of iLembe District Municipality is the accounting officer of the municipality and provides guidance on compliance with this Act to political structures; political office bearers, and officials of the municipality and any entity under the sole or shared control of the municipality, namely Enterprise iLembe. Enterprise iLembe is the Economic Development Agency for the iLembe District Municipality responsible for Trade and Investment Promotions and Local Economic Development in the iLembe region.

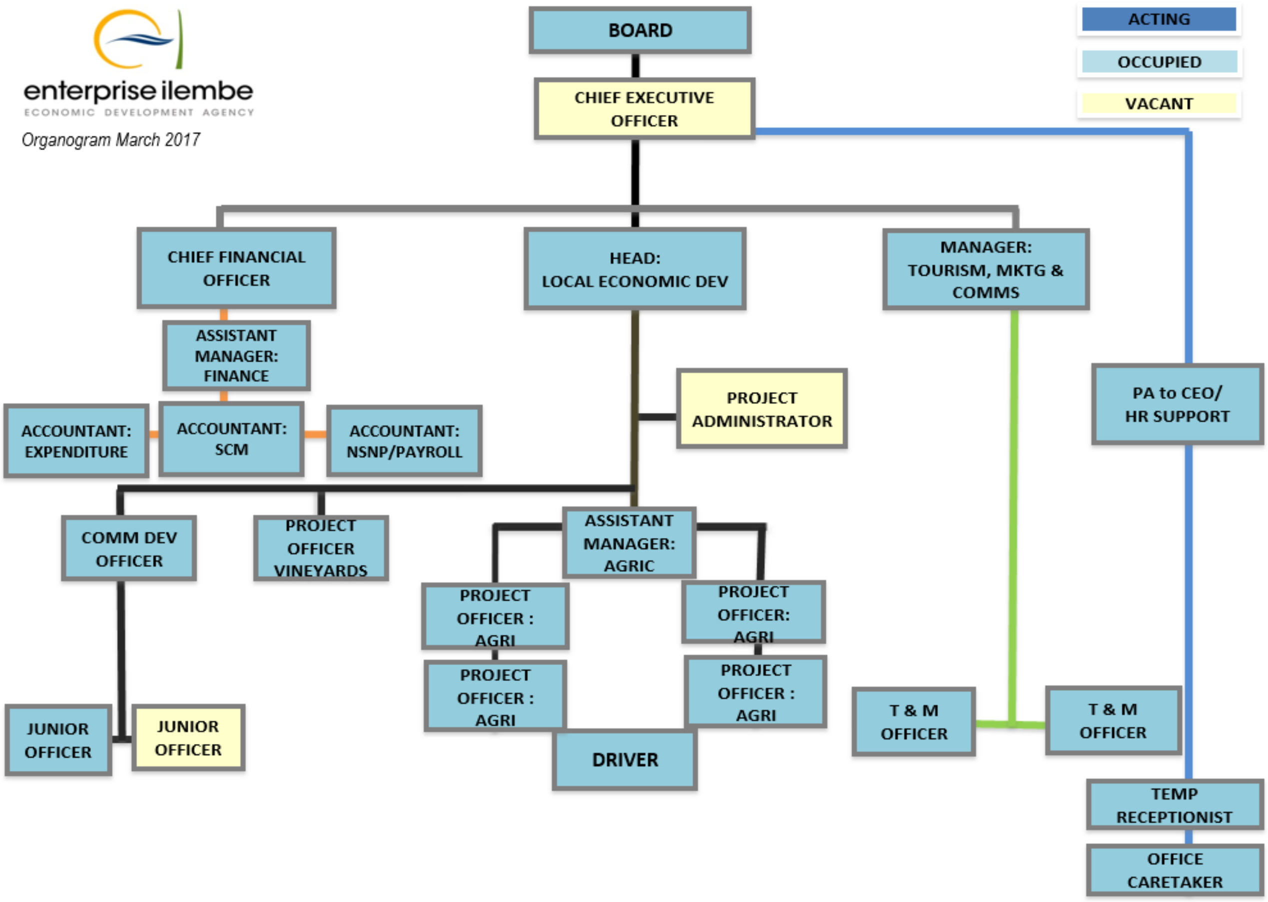

FIGURE 7: ENTERPRISE ILEMBE STRUCTURE

3.5.3.2 ILEMBE DPSS ORGANISATIONAL STRUCTURE

The establishment of the DPSS function is to address the limitations for the development planning function between district municipalities and their constituent local municipalities. The smaller municipalities in the District have limited planning capacity and high turnovers of staff reported.

The aim is for municipalities to share services at District level in order to optimize limited resources and thereby enhance the quality of planning and development services provided in these areas. The new iLembe DPSS business plan was finalised and approved by the respective Municipal Managers at the Technical Support Forum held on the 19th June 2015. The new model is influenced by the following changes and amendments.

- Withdrawal of KwaDukuza as a result of the absorption of the Chief and Senior Planner
- Absorption of the Senior Planner and Data Systems Administrator by Mandeni Local Municipality.

As a result, we appointed a new senior planner position shared between Ndwedwe and Maphumulo due to the continued capacity constraints from both locals.

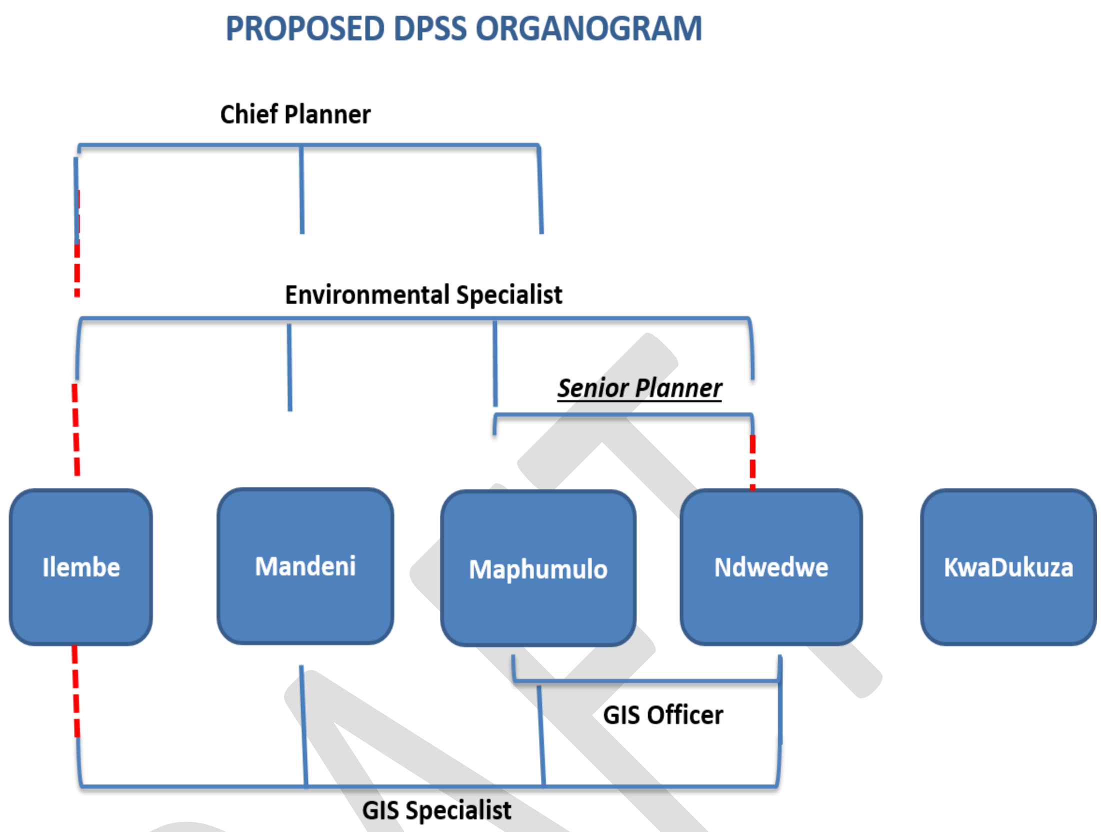

FIGURE 8: ILEMBE DPSS ORGANOGRAMME

3.5.4 HUMAN RESOURCE DEVELOPMENT

- **HR DEVELOPMENT STRATEGY**

ILembe Family of municipalities has adopted a district wide approach to enhance, develop and align human resource (HR) practices. The iLembe Family HR Strategy was approved on the 5th August 2015. The implementation of the HR Strategy is underway through the review of existing Municipal Policies to align them, and the development of new ones to complement.

Currently the Municipality is the process to review, amend, and introduce the following three (3) policies:

- ***Employee Recognition Program Policy.***
  Reviewed because of certain specific issues that were identified upon implementation. The Policy was adopted by Council on the 31 May 2016.

- ***Amendments - Municipal Assisted Study Scheme Policy***
  The policy is amended because some Clauses in it are contradictory to the existing Collective Agreement and the existing HR Strategy.

- ***PMS Cascading Policy Procedure***
  The policy is new and it is being introduced for consideration so that it can be implemented in order to improve productivity in the Municipality.

- **EQUITY PLAN**

The Municipality has adopted a 1 year Employment Equity Plan for the period 1/10/2015 to 30/09/2016. A successive EE Plan is currently being developed in line with the prescriptions of the Employment Equity Act and the support from Department of Labour. The target is to have it finalised and approved by all relevant Municipal forums and Council by 30 June 2017.

The objective of the Plan is:

- To institute measures designed to create equal opportunity and fair treatment of the designated groups;
- To identify and remove barriers which prevent or hinder the advancement of designated groups;
- To eliminate all forms of unfair discrimination in the employment policies, practices and procedures of the municipality;
- To create a pool of skills and competencies to meet business objectives and challenges of the future;
- To accommodate the disabled, where possible;
- To develop and maintain supportive human resources policies and practices;
- To promote the equitable representation of designated groups at all occupational levels and categories.

- **RETENTION PLAN**

The Municipality acknowledges the value of retaining staff especially employees with scarce skills and those who possess experience that is required for the Municipality to fulfil its objectives.

The Municipality recognizes that in order for it to be able to retain staff, it is very important to create an environment that encourages staff not only to succeed in their jobs but also to grow and achieve their aspirations.

An **Exit Interview Questionnaire** has been developed to ensure that the reasons for staff leaving the Municipality as known and addressed, this will also form part of the retention strategy, based on the fact that whatever reason that is sighted by employees leaving us, corrective measures are put in place to ensure that it doesn't persist.

The Municipality has developed a Skills Retention Policy. This policy seeks to achieve among others the following goals:

- Identify and address on an on-going basis the causes of staff losses;
- Create a learning environment through skills development initiatives;
- Increasing trust between management and staff;
- Retaining the services of staff deemed to be critical to the operation of the Council.

- **WORKPLACE SKILLS PLAN**

The Workplace Skills Plan is developed on annual basis and submitted to the LGSETA by 30 April in order to comply with Skills Development Act and to secure funding from the LGSETA to finance training interventions identified in the Workplace Skills Plan.

Skills planning are central to the improvement of the overall skills level of the Municipal officials as well as the unemployed in the iLembe District. The Municipality identifies what skills are required and develop strategies, tasks and schedules to ensure that we build those skills in order to deliver on our Integrated Development Plan objectives. A total of 369 beneficiaries including 15 councillors, 315 officials and 39 unemployed youth have received training in the following learning programmes:

- Municipal Finance Management Programme
- Water Wastewater Learner ship
- Plumbing Learner ship
- Councillor Development Skills Programme
- Computer Literacy
- Municipal Finance and Administration
- Local Economic Development
- Various undergraduate qualifications

Training areas covered a wide range of fields related to municipal administration and delivery of services. The Municipality is currently conducting a skills audit exercise in order to adequately plan and develop the critical training programmes that will enhance the skills base of the employees.

- **ADULT EDUCATION AND TRAINING PROGRAMME**

The Municipality's ABET programme for employees has been identified in the current 2016/17 Workplace Skills Plan. The Municipality is aware of a significant number of employees who have advanced knowledge and skills relating to their working, particularly in plumbing, but these cannot progress to become Artisans due to the lack of basic educational merit. The skills audit exercise currently underway in the Municipality is also intended to accurately identify such employees and have a targeted approach to improve their educational condition in order to advance to higher positions.

- **EMPLOYEE ASSISTANCE PROGRAMME**

Employment assistance wellness programmes are in place and well-functioning. The EAP is largely preventative in nature focusing on both primary and secondary prevention. It grew out of the traditional Employee Assistance Programme (EAP).

It is aimed to improve the individual wellness of employees which includes the promotion of physical, social, emotional occupational, spiritual, financial and intellectual wellness of individuals in the world of work:

- Create an Organisational culture conducive to wellness and comprehensive identification of psycho-social health risk;
- Support Work-Life Balance through flexible policies in the workplace to accommodate work, personal and family needs.

The Employee Assistance Programme within the Human Resources Management Component conducted various awareness talks at each site offices as follows:

Date	Venue	Topics	Service Providers
10 June 2016	Recreation Grounds	Sports event	Liberty Life
9- 10 July 2016	Stanger High School	Umgeni Tournament (Soccer & Netball)	uMgeni Water/iLembe
29 July 2016	iLembe Auditorium	Staff Recognition & Long Service Awards	iLembe HR employees

TABLE 15: EAP 2015

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- **Occupational Health and Safety (OHS)**

The health and safety committee is in place. Health and safety representatives have been elected and trained. Health and safety induction have been conducted and is ongoing to employees and contractors. There is a plan to develop a comprehensive OHS Plan that will focus on both the Municipal employees and also oversee safety in the projects undertaken by independent service providers in the name of the Municipality.

- **ICT Policy Framework and Strategy**

To provide an innovative, effective and efficient Information and Communication Technology service that enables the achievement of the municipality's objectives as set out in the IDP. The ICT Policy Framework and Strategy will reviewed in the 2017/18 financial year.

3.5.5 MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT: SWOT ANALYSIS

STRENGTHS • **Access to LGSETA grants** • **Access to external funding for learner ships e.g. DBSA, Umgeni etc.** • **The will, on the part of the employees, to be trained**	**WEAKNESSES** • **A structure that may not be appropriately linked to strategy** • **Low level of appropriate skills and educational qualification of staff** • **Absence of higher learning institutions** • **Lack of succession planning, recognition and incentives** • **Ineffective management of human resources by municipal departments**
OPPORTUNITIES • Qualified & well trained employees • Motivated employees • Personal developments plans for ease of reference/ tracking • Increased Support of an Inclusive Growth Path for iLembe and the country • Improved management of human resources	THREATS • Staff retention immediately after training interventions • Loss of senior managers due to uncertainty (contractual position vs permanent)

TABLE 27: MUNCIPAL TRANSFORMATION & INSTITUTIONAL MANAGEMENT SWOT

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3.6 SERVICE DELIVERY & INFRASTRUCTURE ANALYSIS

3.6.1 WATER & SANITATION

In 2003 the District became the Water Services Authority and Water Services Provider for the iLembe region. The role of the Technical Services Department is to provide water and sanitation services throughout the district thereby eliminating backlogs.

The following infrastructural characteristics, issues and challenges impact on the future development of the iLembe District and need to be taken forward in the IDP Process:

- The provision of basic infrastructure is hampered by the topographic constraints, low densities and low affordability levels, particularly in rural and traditional areas.
- Service infrastructure in iLembe's urban areas needs upgrading and maintenance, however through grant funding from the Department of Water and Sanitation, particularly MWIG, the municipality is addressing this challenge.
- Rural areas are severely affected by a lack of basic services and continued service delivery backlogs.
- Bulk water supply is a major constraint that effects the entire District and in urgent need of attention.
- 22% of the population still do not have access to clean water and obtain water from rivers and streams. This poses a health risk with further implications regarding the provision of social services.
- 20% of the population still do not have access to basic sanitation.
- The urban areas have proper water borne sanitation systems, but the peri-urban and rural areas rely on pit latrines or no system at all. This places tremendous strain on the environment and poses a health risk.
- ILembe has been severely hampered by drought which has diminished the Municipality's ability to provide water to all inhabitants.

3.6.1.1 SUMMARY OF BACKLOGS AND ACHIEVEMENTS

The following tables outline the Backlog recorded per Financial Year and the Achievement per Local Municipality. This Assessment relates to a period from 2006/2007 to 2016/17 for water & sanitation Service Delivery. The current backlogs in terms of water in 22% and sanitation is 20%. Although still relatively high, these figures indicate vast improvement from the 2006/7 baseline.

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WATER

Local Municipality	Population	Households	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	
Mandeni	131 830	37 798	25 913	24 081	23 461	23 081	23 031	20 930	20 793	20 741	20 665	19 747	19 635	
KwaDukuza	252 053	61 084	13 125	12 225	9 725	9 725	9 725	7 056	6 859	6 613	6 253	6 253	6 253	
Ndwedwe	208 447	33 459	15 917	14 236	8 057	7 298	6 255	5 346	4 419	4 419	4 419	4 419	4 419	
Maphumulo	212 909	27 606	21 119	20 119	13 221	12 373	11 116	10 369	8 884	8 079	7 160	5 614	5 614	
	805 239	159 947												
HH without access to Water			76 074	70 661	54 464	52 477	50 127	43 701	40 955	39 852	38 497	36 033		22,53 %
Achievements per year			400	5 413	16 197	1 987	2 350	6 426	2 746	1 103	1 355	2 464		
HH served			83 873	89 286	105 483	107 470	109 820	116 246	118 992	120 095	121 450	123 914		77,47 %

SANITATION

Local Municipality	Population	Households	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016		
Mandeni	131 830	37 798	12 491	10 691	10 691	9 841	8 167	6 767	5 256	3 786	2 919	1 892	1 892	
KwaDukuza	252 053	61 084	12 456	12 456	12 456	12 456	12 311	12 311	12 311	12 311	12 311	12 311	12 311	
Ndwedwe	208 447	33 459	22 231	18 061	17 478	14 961	12 660	11 116	9 395	7 995	6 805	5 053	5 053	
Maphumulo	212 909	27 606	25 445	21 977	21 977	21 539	19 440	18 040	17 169	15 769	14 579	13 182	13 182	
	805 239	159 947												
HH without access to sanitation		45,40%	72 623	63 185	62 602	58 797	52 578	48 234	44 131	39 861	36 614	32 438	32 438	20,28 %
Achievements per year			6 374	9 438	583	3 805	6 219	4 344	4 103	4 270	3 247	4 176	4 176	
HH served			87 324	96 762	97 345	101 150	107 369	111 713	115 816	120 086	123 333	127 509	127 509	79,72 %

TABLE 16: ILEMBE WATER & SANITATION BACKLOGS

SOURCE: IILEMBE WATER BACKLOG STUDY 2007

The iLembe water and sanitation backlogs will be updated in the new financial year 2017/18.

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3.6.1.2 ILEMBE WATER AND SANITATION MASTERPLAN

The District has been experiencing rapid growth over the past 15 years and in most cases infrastructure delivery has legged significantly behind this growth. The intensification of residential, commercial and industrial greenfield developments have necessitated a structured infrastructure response, especially for water and sanitation. To this end, the iLembe Water and Sanitation Masterplan was developed and adopted by Council in 2017. The Masterplan is primarily informed by the Spatial Development Framework – it is aimed at reducing service backlogs and ensuring that future demands for water and sanitation are met. It focuses on a 20 year horizon aimed at creating and delivering viable and sustainable water and sanitation infrastructure services. The Executive Summary Water and Sanitation Masterplan is attached as **Annexure D**. The tables below indicate the project demands for water and sanitation.

WATER					
LOCAL MUNICIPALITY	CURRENT DEMAND (ML/DAY)	5 YEARS DEMAND	10 YEAR DEMAND	20 YEAR DEMAND	ULTIMATE DEMAND
KwaDukuza	58.42	94.34	110.44	156.17	292.17
Mandeni	29.83	45.45	47.33	51.72	76.72
Ndwedwe	15.26	22.59	22.59	22.59	24.89
Maphumulo	7.58	12.45	12.45	12.45	16.82
Total	111.09	174.84	192.80	242.83	410.80

TABLE 17: WATER DEMAND PROJECTIONS

SANITATION					
LOCAL MUNICIPALITY	CURRENT DEMAND (ML/DAY)	5 YEARS DEMAND	10 YEAR DEMAND	20 YEAR DEMAND	ULTIMATE DEMAND
KwaDukuza	58.42	94.34	110.44	156.17	292.17
Mandeni	29.83	45.45	47.33	51.72	76.72
Ndwedwe	15.26	22.59	22.59	22.59	24.89
Maphumulo	7.58	12.45	12.45	12.45	16.82
Total	111.09	174.84	192.80	242.93	410.60

TABLE 30: SANITATION DEMAND PROJECTIONS

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3.6.1.3 PROPOSED REGIONAL BULK WATER SCHEMES FOR ILEMBE REGION

MANDENI LOCAL MUNICIPALITY

The Ndulinde Sub-Regional Water Supply Scheme fall within wards 5, 6, 11, 12, 16 and 17 of Mandeni Local Municipality. The scheme is intended to provide potable water supply to the community that is currently being served through boreholes that are equipped with hand pumps and some springs that are within the area. The source of water is Sundumbili Water Works, which is situated on the northern banks of the Thukela River. The scheme was intended to serve a total of 42,752 people residing in some 10,691 households with potable water through communal standpipes at a 200m walking distance radius. The scheme was initially estimated to cost R 116,579,664 and would have been implemented in phases until 2015/2016 financial year when it would have been fully commissioned.

Due to a high rate of illegal connections in the area, the municipality has decided to upgrade the infrastructure from communal standpipes to individual yard connections per household. This has pushed up the cost of the water scheme form R 116,579,664 to R 270,197,304.71. The total number of households to be served is 7213 with a population of 44641. The revised completion date is now October 2019- subject to funds being made available from the Department of Water and Sanitation.

The Macambini Sub-Regional Water Supply Scheme fall within wards 1, 2, 3, 8 and 9 of Mandeni Local Municipality. The scheme is intended to provide potable water supply in house connections the community that is currently being served through boreholes that are equipped with hand pumps and some springs that are within the area. The scheme will also augment the current supply from the Mlalazi Water Scheme that is under King Cetshwayo District Municipality who act as a bulk water provider to iLembe DM.

During dry seasons, King Cetshwayo DM is unable to meet iLembe DM's demand and this often results in shortage of water to the community of Macambini. The source of water is the Sundumbili Water Works, which is situated on the northern banks of the Thukela River that has been upgraded from 27M/l/d to 40M/l/d in order to increase the capacity of water works. The scheme will serve a total of 58,480 people residing in some 7,310 households. The scheme is estimated to cost R616 572 540.31 and will be implemented in phases until 2018/2019 financial year when it will be fully commissioned.

Once the above two schemes have been commissioned, the backlogs for water in Mandeni will be eliminated.

The Inyoni Housing Bulk Water and Sanitation Project falls within ward 10 of Mandeni Local Municipality. The project is aimed at providing bulk water and sanitation to 3,050 sites within the housing project that is currently being implemented by the local municipality. The Bulk Water project will cost R 24,197,304.71 and R 9,367,407.00 for Bulk Sanitation. The project will be completed during the 2018/2019 financial year.

KWADUKUZA LOCAL MUNICIPALITY

The Lower Thukela Regional Bulk Water Scheme is intended to serve the area of KwaDukuza with potable water supply. The demand for water on the coastal area of KwaDukuza has increased and the currently supply from the Umdloti and Umvoti river systems are insufficient to meet the projected water demand.

The project is implemented jointly by iLembe District Municipality and Umgeni Water and will cater for the:

- current demand,
- future private developments of commercial, industrial and residential nature,
- low income housing developments,

- rural areas currently served as stand-alone schemes, and
- Rural areas that are currently un-served.

The scheme will serve a total of 64,239 bulk connections to commercial and private units, 28,567 low income housing units, the augmentation of bulk to 3,349 rural households and bulk and reticulation to 3,083 rural households without services.

The scheme is expected to cost a total of R 1,283,580,681.00 and is implemented in phases, subject to availability of funding. Subject to funding being made available, this scheme is estimated to be fully commissioned in 2020/2021.

The iLembe District Municipality is also exploring the idea of a desalination plant to augment the above water schemes and to mitigate the impact of the drought that is persistent in the area and to secure future demand.

The Groutville D Household Sanitation Project is aimed at providing waterborne sanitation to Chris Hani, Lloyds, Ntshawini, Mnyundwini, Etsheni and Njekane areas within KwaDukuza Local Municipality. The Local Municipality is currently implementing a housing project to 6,000 sites and the project will provide a connection point to collect the sewer from the housing project to the KwaDukuza Waste Water Works that is owned and operated by iLembe District Municipality.

The total project cost is R 254,888,000.00 and will be funded between iLembe District Municipality and KwaDukuza Local Municipality.

The Southern Regional Bulk Water and Sanitation Project is aimed at upgrading the existing bulk water and sanitation bulk and reticulation services to Nkobongo, Shayamoya, Shaka's Head and Etete townships. These areas are currently served through VIP toilets and communal water standpipes however, the VIPs are failing due to the high water table in the area.

The proposed water and sanitation project will accommodate flows from the abovementioned townships in KwaDukuza Local Municipality into the KwaDukuza Waste Water Works and will upgrade the water supply from communal standpipes to individual yard connections. A total number of 7,557 households including the new proposed Etete Phase 4 housing project.

The estimated cost of the project is R 563,134,000.00 and is aimed for completion in 2020, subject to the availability of grant funding.

NDWEDWE LOCAL MUNICIPALITY

The proposed Umshwati Bulk Pipeline will be implemented in partnership with Umgeni Water to augment the water supply to Ndwedwe Ozwathini area that is currently being served through borehole supply. These areas fall within wards 4, 5, 6, 8, and 9 of Ndwedwe Local Municipality. The project will be implemented in 3 phases. Phase 1 is already underway from PMB to Swayimane, Phase 2 is from Swayimane to Wartburg and Phase 3 is from Wartburg to Ndwedwe. It is anticipated that the project will be complete by 2018/2019.

In the interim the municipality has implemented the Nsuze bulk abstraction to augment water supply to the above wards. The Nsuze Bulk abstraction scheme involves a Weir across Nsuze River, Raw water storage, Package treatment plant with a capacity of 1Ml/day, a rising main and tie in to existing reservoirs.

MAPHUMULO LOCAL MUNICIPALITY

The Balcome / KwaSizabantu Sub-Regional Water Supply Scheme falls within Maphumulo Local Municipality of iLembe DM area. The water scheme will cover wards 3, 5 and 6 of Maphumulo Local Municipality with potable water supply at a level of house connections. The scheme is an extension of the Maphumulo/KwaDukuza Sub-Regional Water Scheme and is extended to cover the areas of Balcome and KwaSizabantu with water supply. The source of water is the Mvotshane River where a dam and purification plant are currently under construction and water will be pumped to a number of storage reservoirs. The Water Supply Scheme will serve approximately 3,532 households (28,256 people) in Balcome and Kwasizabantu areas. The scheme also makes provision for the adjacent Magongo area in Ward 3. The scheme is estimated to cost R 450, 000, 000 and will be implemented in phases until 2018/2019 financial year.

The Maphumulo/KwaDukuza Sub Regional Water Scheme. The scheme is co funded by iLembe District Municipality and Umgeni Water, where Umgeni Water will focus on the implementation of the bulk system (including the dam) and iLembe District Municipality will focus on the reticulation networks up to yard connections. The scheme will cover wards 4, 7, 8, 9, 10 and 11 of Maphumulo Local Municipality and ward 1, 2, 3, 4 and 7 of Ndwedwe Local Municipality. The extent of the scheme is from Maphumulo to KwaDukuza. The scheme will serve a total of 77,900 people residing in some 17,084 households. ILembe District Municipality will contribute R326, 474,169 towards this scheme. The scheme is expected to be complete by 2018/2019 financial year.

The water schemes for the next 3 years to eradicate backlogs and the draft capital infrastructure projects within iLembe region are spatially illustrated by the plan overleaf.

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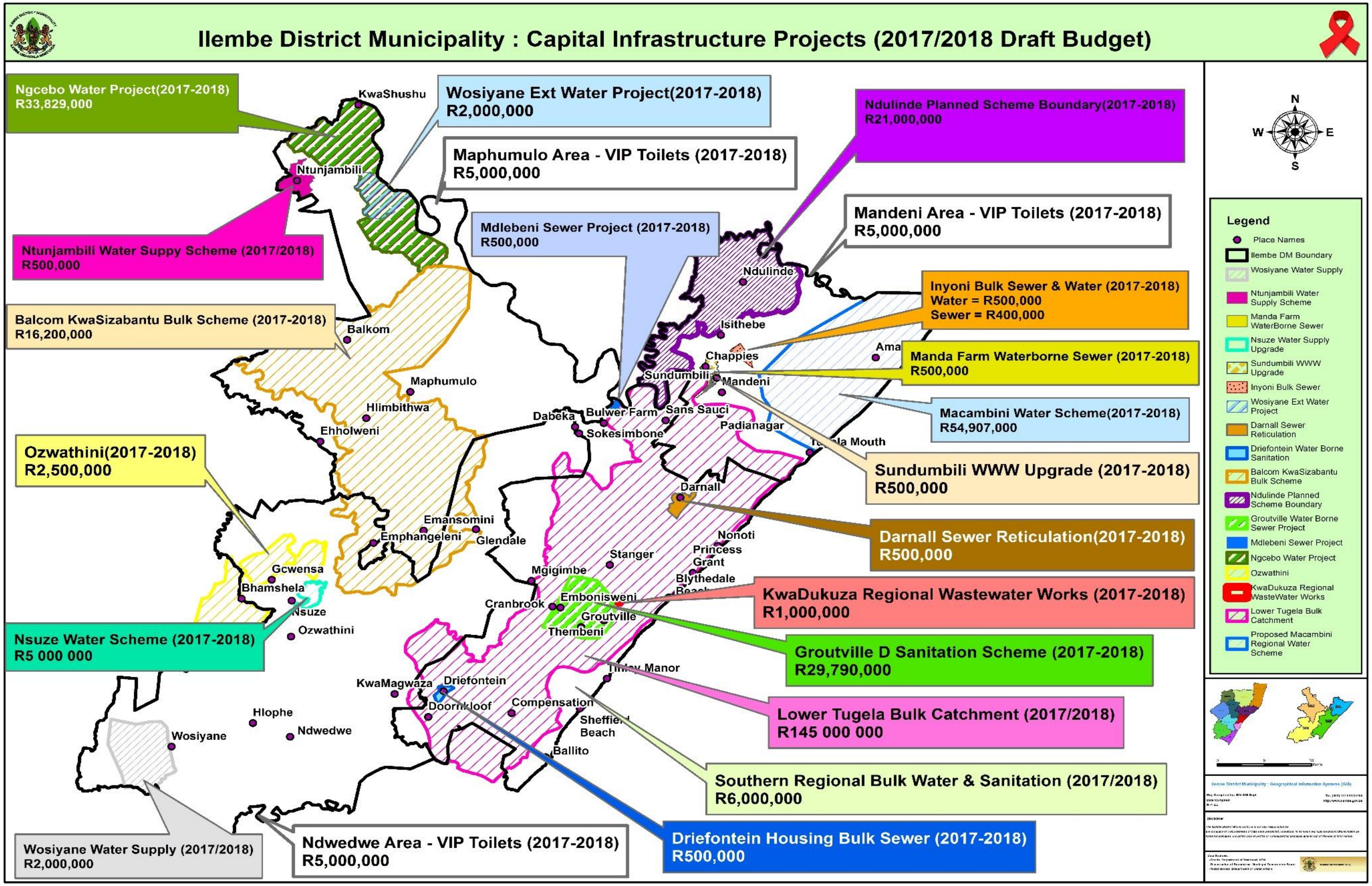


MAP 8: CAPITAL INFRASTRUCTURE PROJECTS

3.6.2 WATER QUALITY MANAGEMENT

3.6.2.1 RESULTS OF BLUE AND GREEN DROP 2014

The 2014 results for the Blue drop was for the period 1 January 2013 to 31 December 2013. This was a full audit and evaluated the water supply systems (32 in total) with ILembe District municipality.

The Green drop results was for the period 1 July 2012 to 30 June 2013 and evaluated the wastewater treatment works (WWTW) facilities within ILembe District municipality. The green drop audits was a partial audit (progressive assessment tool – PAT) which evaluate the cumulative risk rating (CRR).This evaluates whether the risk of such treatment works has increased or decreased from previous period of assessment (2013).

The audits provide an important tool for municipalities to bench mark themselves against other municipalities as well as determine improvement action plans to better their scores into the future.

3.6.2.1.1 GREEN DROP – 2014

There were 12 wastewater facilities that were audited including 2 which are operated and managed by SEMCORP SIZA (Frasers , Shakaskraal) and 1 by WSSA (Sundumbili WWTW , which has since 2014 being taken over by IDM). Frasers, Mandeni and Shakaskraal WWTW produced effluent to the highest standard.

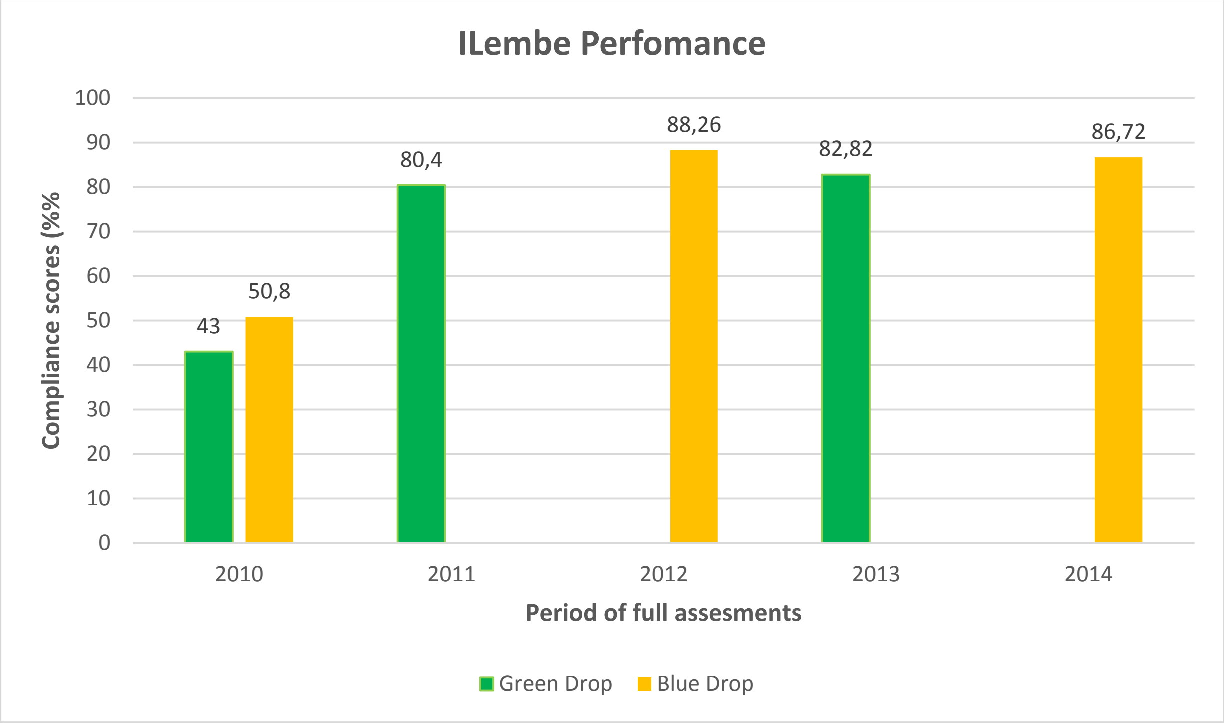
The 2014 results indicated that 7 of the 12 plants assessed had their risk deteriorate from the previous period (2013) indicating an increase in risk being posed by those facilities. All these facilities are under the management of IDM. Of the 7, Maphumulo WWTW, Montebello WWTW and Vukile WWTW were the most serious. In evaluating the requirements to improve the performance of such facilities (by reducing risk), capital investment is required to improve performance.

The capital investment will address the issue of ageing infrastructure, health and safety matters and process quality control measures and this will improve our green drop performance. This investment in identifying and improving the risk abatement measures (Wastewater risk abatement plan - WWRAP) will also contribute to an improvement in our green drop scores.

Operational expenditure that is required is largely driven by staffing costs to man such facilities on a continuous basis rather than being manned during the day only as this system comprises the process control measures.

3.6.2.1.2 BLUE DROP - 2014

IDM achieved an overall score of **86.72%** in the **2014** audited results. This was a **minor drop** (1.54%) from the 88.26 % achieved in the 2012 audited results. The overall risk rating was **39%**, making IDM **the 4th best performance within KZN.** The graph below depicts the iLembe blue and green drop performance**.**



GRAPH 6: ILEMBE DM BLUE DROP PERFORMANCE

Among the issues that contributed to the slight drop in the blue drop score included:

- Inadequate risk based planning through the water safety plan(WSP)
- Poor microbiological quality of final water especially on smaller plants (poor disinfection)
- Insufficient manning and monitoring of borehole and other smaller plants
- Inadequate incident monitoring system
- Lack of communication to public on water quality performance
- Insufficient water quality sampling of facilities
- Inadequate asset management system

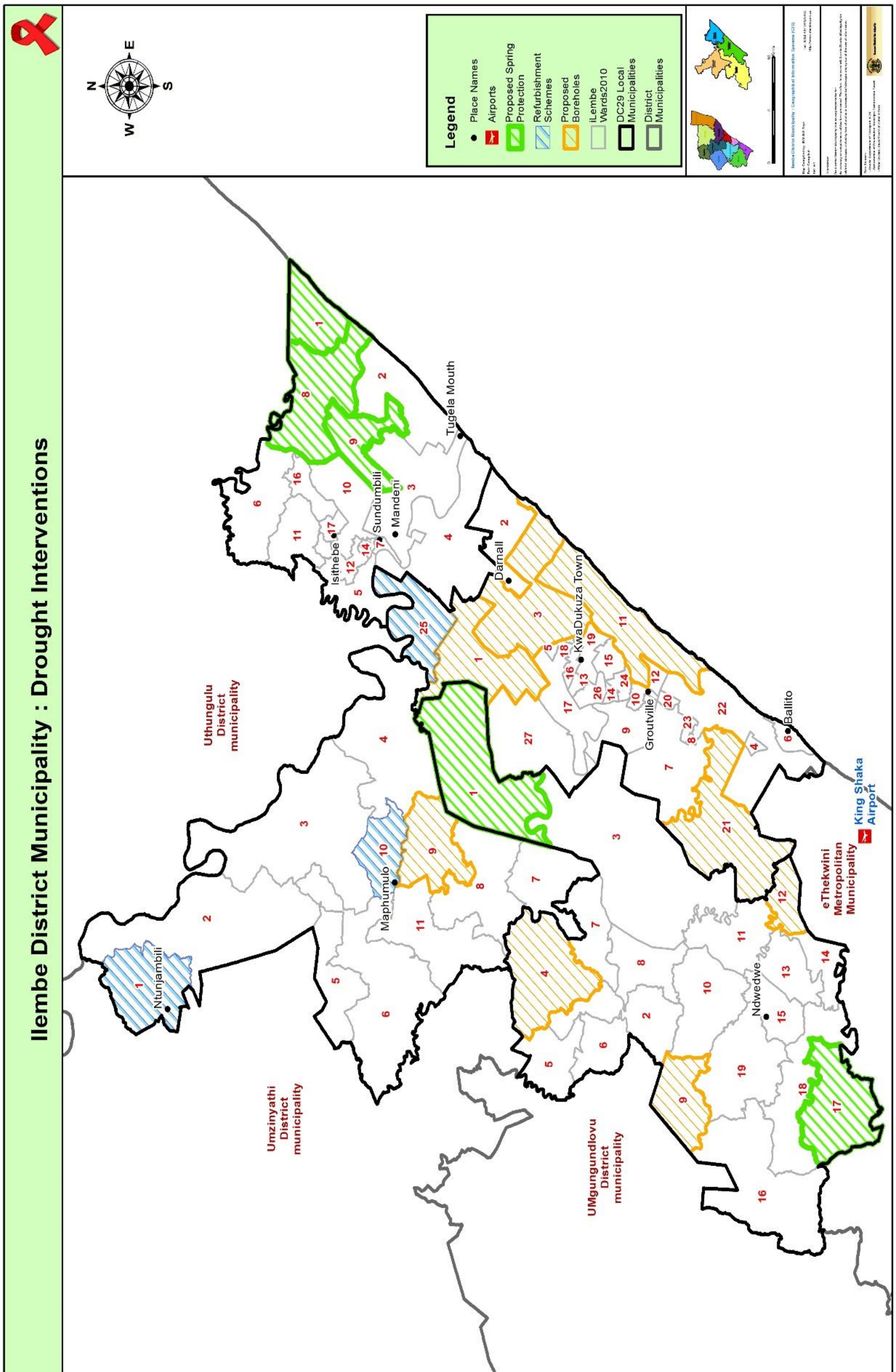
However, no further audits have been conducted in the last two financial years by the Department of Water and Sanitation (DWS) throughout the country. ILembe is currently monitoring their water quality performance on a monthly basis and reporting regularly to various Committees for deliberation.

Subsequent to the 2014 audit report, some of the smaller plants like boreholes have been decommissioned and are being supplied by the Maphumulo water works. This will have a positive impact on the blue drop score into the future as some of these decommissioned plants contributed to the lower score.

Furthermore major investment is needed in constructing package plants as a form of supplementary treatment to boreholes as there is minimal treatment of these water supply systems besides disinfection.

ILembe has developed a Master Water and Sanitation plan which has been submitted to Council for approval.

3.6.3 WARDS SEVERELY AFFECTED BY DROUGHT



MAP 9: DROUGHT AREA

3.6.3.1 DROUGHT INTERVENTIONS

KwaZulu-Natal has experienced below-average rainfall, iLembe District is no exception and this is evident in all the major water sources having significantly reduced flows. The Province was subsequently declared a disaster in 2014. The drought conditions are still persisting with the District, having significant negative impacts on consumers and the economy. Below are some of the intervention that have been undertaken in an attempt to minimize the drought impact:

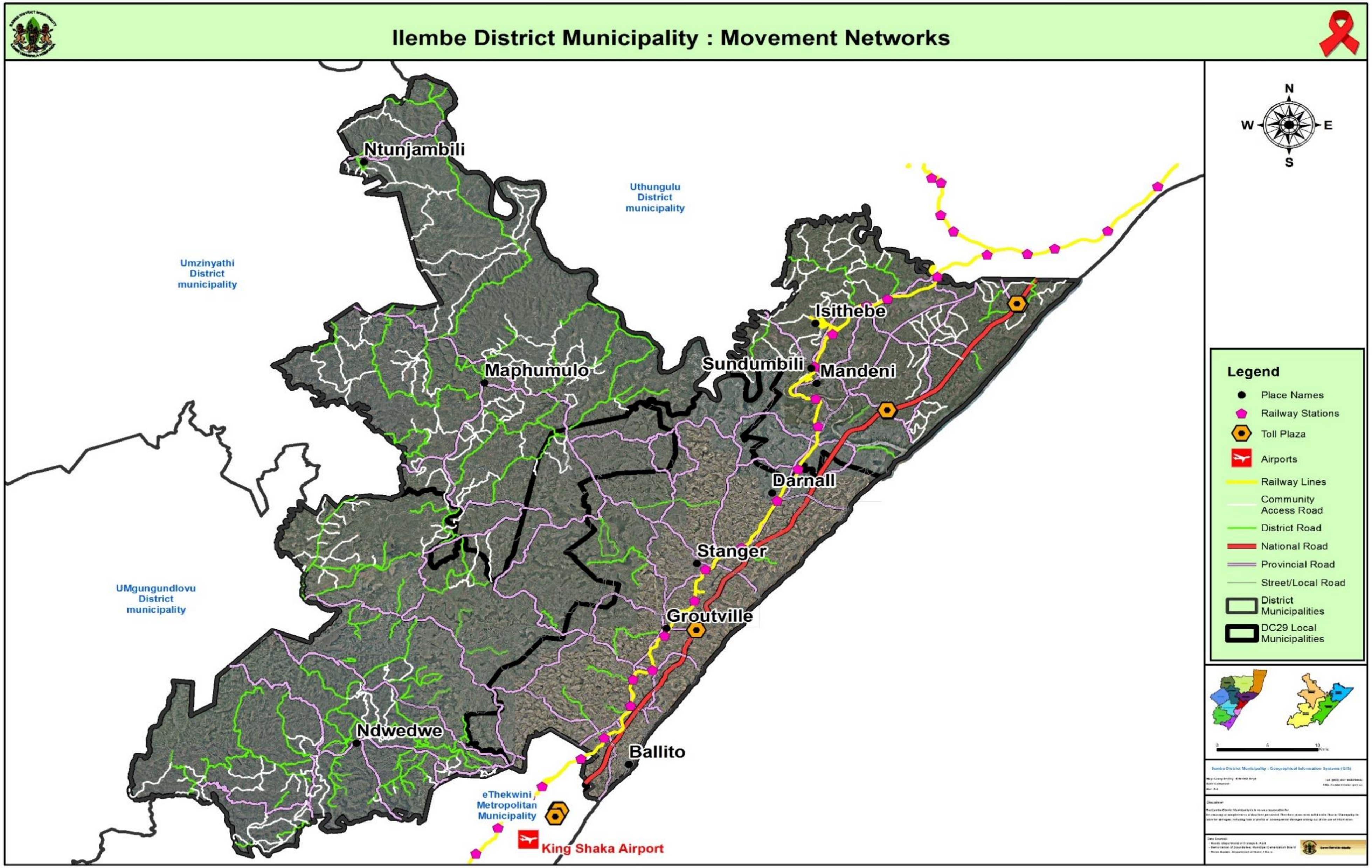
3.6.3.1.1 SHORT - MEDIUM TERM INTERVENTIONS

- The first phase of the Lower Thukela Bulk Water Scheme, which includes a 55 Ml/day water treatment plant (WTP) is anticipated to be completed in December 2016. This scheme will supply areas in Mandeni and KwaDukuza Local Municipalities.
- Curtailments as much as 50% are being applied to some areas supplied by the Hazelmere system (areas in KwaDukuza and Ndwedwe).
- The Hazelmere System is being augmented by the uThongathi River Emergency Abstraction Scheme which is transferring water from the uThongathi River via a furrow and pumping to a tributary that flows into Hazelmere Dam. This emergency scheme has a capacity of 8 Ml/day.
- The Hlimbithwa Emergency Abstraction Scheme was constructed in late 2014, pumping water from the Hlimbithwa River to augment the Mvutshane Dam. A supply of 5.5 Ml/day was provided to Maphumulo as a result of this transfer scheme.
- The Mvoti System has been impacted by the illegal sand-mining occurring in the Mvoti River. A short-term mitigation measure was the investigation of up-stream users and the joint collaboration of iLembe Municipality; the Department of Water and Sanitation and the Department of Mineral Resources.
- Restrictors have been installed in some areas within Groutville to curb demand.
- JoJo tanks have been sourced and placed at strategic points within the district and water tankers have been acquired to transport water to areas affected by the drought.
- new boreholes have been sunk to supplement water supply to some areas.
- Some water schemes have been re-commissioned to supplement water supply (Masibamisane, Esidumbini,Wosiyane).
- Communities assisted with water tankers on a daily basis.

3.6.3.1.2 MEDIUM - LONG TERM INTERVENTIONS

The municipality's long term vision is to construct a large-scale desalination plant on the North Coast. Desalination is the removal of salt and other minerals from saline water to produce potable water. The municipality is also investigating the options of recycling water to further supplement water supply. Siza Water, a water service provider for iLembe Municipality has implemented the recycling of water which is provided to car washes and construction contractors as a drought mitigation initiative. ILembe has made the above short, medium and long term plans to deal with the impacts of climate change. Whilst climate change (the "El Nino Effect") has contributed to the drought, it is acknowledged that the limited implementation of water demand interventions e.g. fixing of leaks has aggravated the severity of the impacts of the drought.

The movement networks routes within iLembe region are spatially illustrated by the plan overleaf.



MAP 10: MOVEMENT NETWORKS

3.6.4 ENERGY

The table below illustrates energy sources used by households of iLembe District for cooking purposes. It is estimated that 148 078 out of 191 369 households have a supply of electricity for cooking purposes listed as follows:

Energy Source	Mandeni	KwaDukuza	Ndwedwe	Maphumulo
Electricity	39 739	82 934	16 709	8 696
Gas	1 406	3 070	1 094	559
Paraffin	514	1 797	8914	255
Wood	3 853	2 830	15 098	10 823
Coal	0	24	0	0
Other	13	53	53	141
None	60	326	34	51

TABLE 31: ENERGY SOURCE USED BY HOUSEHOLDS
SOURCE: STATISTIC SA COMMUNITY SURVEY, 2016

3.6.4.1 ILEMBE RENEWABLE ENERGY HUB

The KZN Provincial Growth and Development Strategy has identified the iLembe District Municipality as the renewable energy hub of the Province. The main focus of this hub will be the manufacturing of renewable energy components i.e. solar panels, solar geysers etc. The hub will not only cater for the domestic markets, but it will also focus on the International distribution of products. The Department of Economic Development, Tourism and Environmental Affairs is currently investigating the most suitable location for the Hub within the District- however, preliminary reports indicate that it will be located either in KwaDukuza or Mandeni Local Municipalities. The key objectives of the hub include, *inter alia*, the following:

- Attracting investment in renewable energy and energy efficiency products and services into the District
- Creating an investor friendly environment
- Leveraging a new, high industry as the driver of the District and the Provincial industrial growth objectives
- Strengthening collaboration between government, industry and business
- Boosting collaborative R&D and product/service innovation to support the development of RE and EE at a local
- Facilitating sector skills development in the RE and EE industry within the District and Province.

3.6.5 HUMAN SETTLEMENTS

South Africa’s affordable housing programme is making significant impact on the landscape of the country, but the delivery pressures are increasing. In addition, the “Breaking New Ground” (BNG) initiative was launched in September 2004 and it is the guiding principle underpinning the notion of “integrated human settlements”.

Notwithstanding that provision of housing remains an important part of human settlements and is now common because liveable human settlements require integrated planning. In line with the notion of integrated human settlements the district has established a Planning and Infrastructure Alignment Committee. The Committee meets to provide technical and planning comment on proposed housing projects. The meetings attempt to provide technical and planning comments to proposed housing projects. The district has set 5 year strategic objectives to culminate in improved access to basic services.

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The provision of appropriate accommodation for ILembe residents will be key for sustainable development in the region. The table below present's the type of main dwelling per Local Municipality.

	KZN294: Maphumulo	KZN291: Mandeni	KZN292: KwaDukuza	KZN293: Ndwedwe	Total
Formal (Built with concrete/bricks)	8 987	38 512	74 936	18 949	141 384
Traditional (Built with traditional materials, e.g. huts)	10 916	4 763	3 858	12 577	32 114
Informal (temporary structures)	621	1 631	11 628	2 290	16 170
Other	-	749	863	67	1 679

TABLE 32: TYPE OF MAIN DWELLING
Source: Statistic SA Community Survey, 2016

The spatial implications of this growth rate are the increase in the number of informal settlements around the established towns and the subsequent pressure this adds on the existing infrastructure. Land uses within these areas are typically urban mixed uses with high levels of infrastructural and service development and an adequate provision of social facilities and services. Informal settlements with limited facilities occur on the periphery of the developed areas and within the towns of iLembe. A large portion of the land falls under the jurisdiction of the Ingonyama Trust.

The planned Public and Private developments within iLembe region are spatially illustrated by the plan overleaf.

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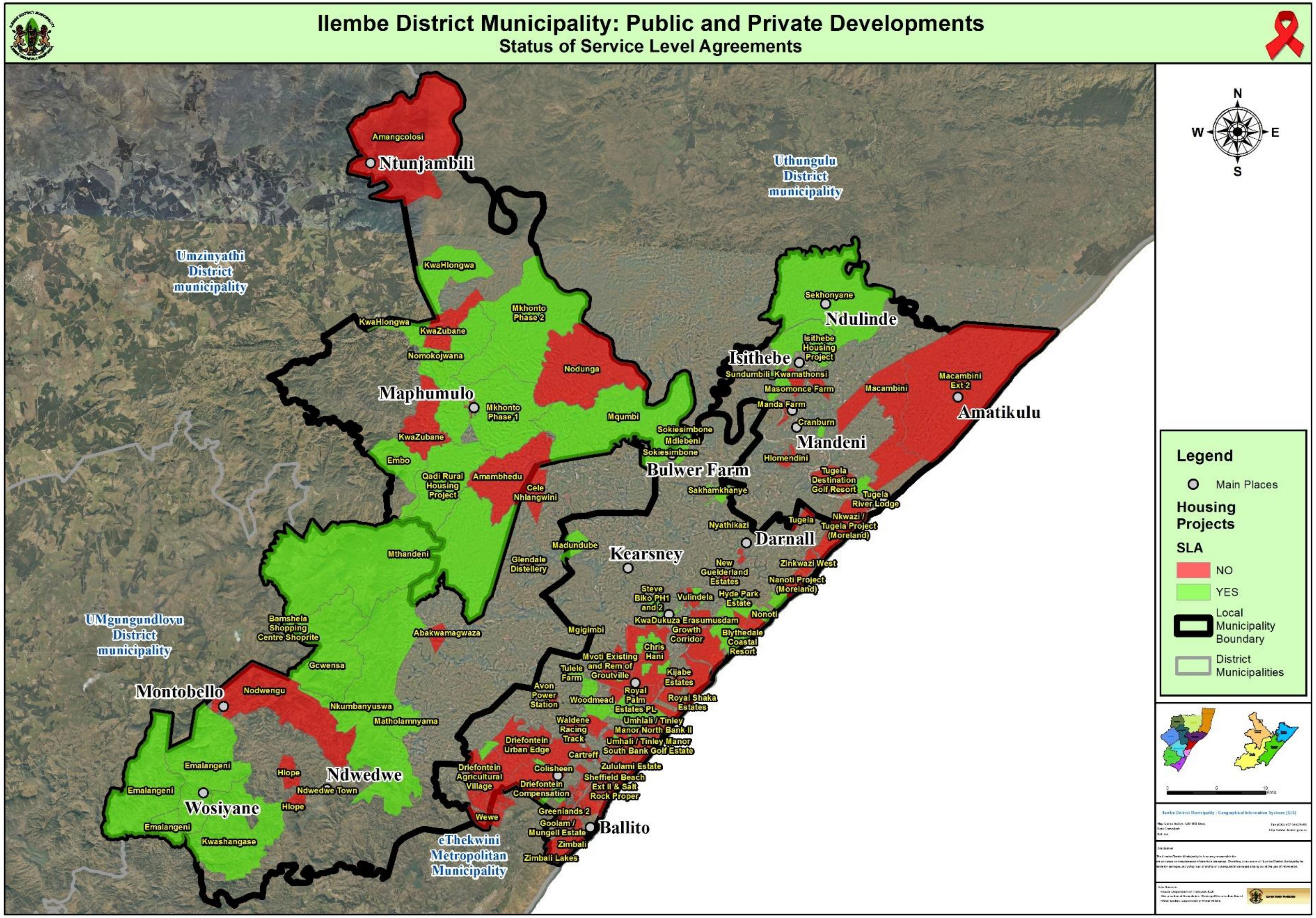


MAP 11: PUBLIC & PRIVATE DEVELOPMENTS

3.6.5.1 ROLE OF THE ILEMBE DISTRICT MUNICIPALITY

The iLembe District Municipality's primary role in the housing delivery is co-ordination. The District has established and operationalized a Planning and Infrastructure Forum which meets regularly to discuss planned public and private housing projects. The meetings are attended by representatives from Department of Human Settlement, Department of Agriculture and Environmental Affairs, iLembe District Technical, Legal and Planning Business Units as well as Housing Business Unit of the Local Municipality. Private developers are also invited to present their proposed development projects. The primary purpose of this Forum is to co-ordinate and fast-track housing delivery in the District. The process to enhance housing delivery in the District at these meeting is done using our spatial data to map out our planned housing projects in relation to the District's water and sanitation bulk infrastructure. These processes assist the District and the Local Municipality with the phasing in of services in relation to the local municipal housing delivery programme. In this way early identification of problem areas is identified and discussed and an alternative solution is suggested.

3.6.5.2 PROJECTS TO BE IMPLEMENTED IN THE NEXT 5 YEARS

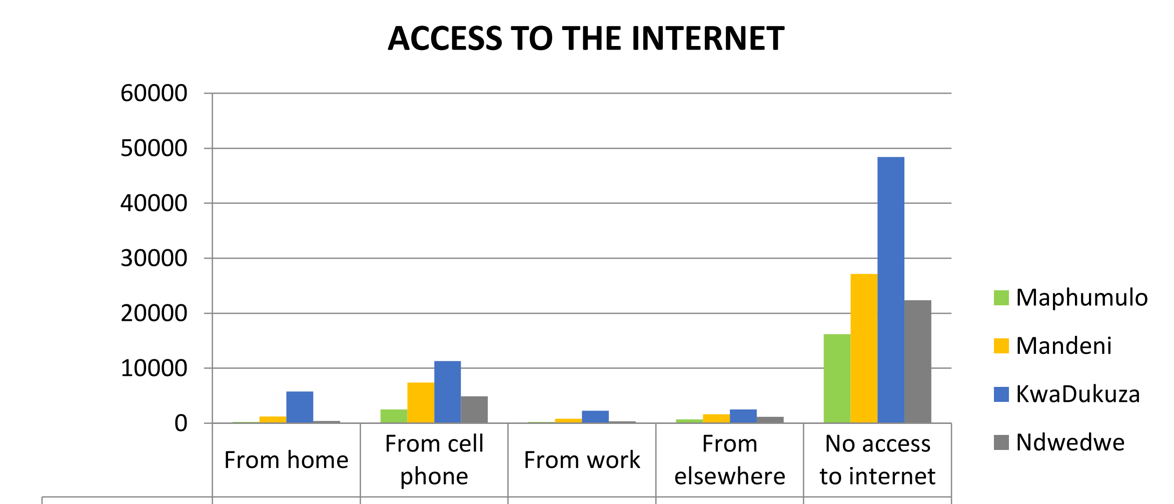
The housing projects as detailed in Chapter 8: Sector Alignment is reflected in both the Department of Human Settlement MTEF and Local Municipalities Housing Sector Plans. The District is requesting the spatial data for these projects to align with their bulk infrastructure plan.

3.6.6 TELECOMMUNICATIONS

All Information on telecommunications infrastructure within the district is difficult to access from the various service providers. However, it is believed that the District is underserviced by telecommunication networks. This situation has serious implications for the district, especially in the rural areas, as access to such infrastructure has significant impact on the economic development.

3.6.6.1 ACCESS TO THE INTERNET

The results below show that all the local municipalities have the highest number of people with no access to internet. The main medium for internet access is from cell phones.



	From home	From cell phone	From work	From elsewhere	No access to internet
Maphumulo	255	2505	254	733	16226
Mandeni	1252	7385	808	1635	27155
KwaDukuza	5793	11300	2279	2497	48415
Ndwedwe	417	4882	363	1167	22372

GRAPH 7: ACCESS TO INTERNET
Source: Statistic SA Census, 2011

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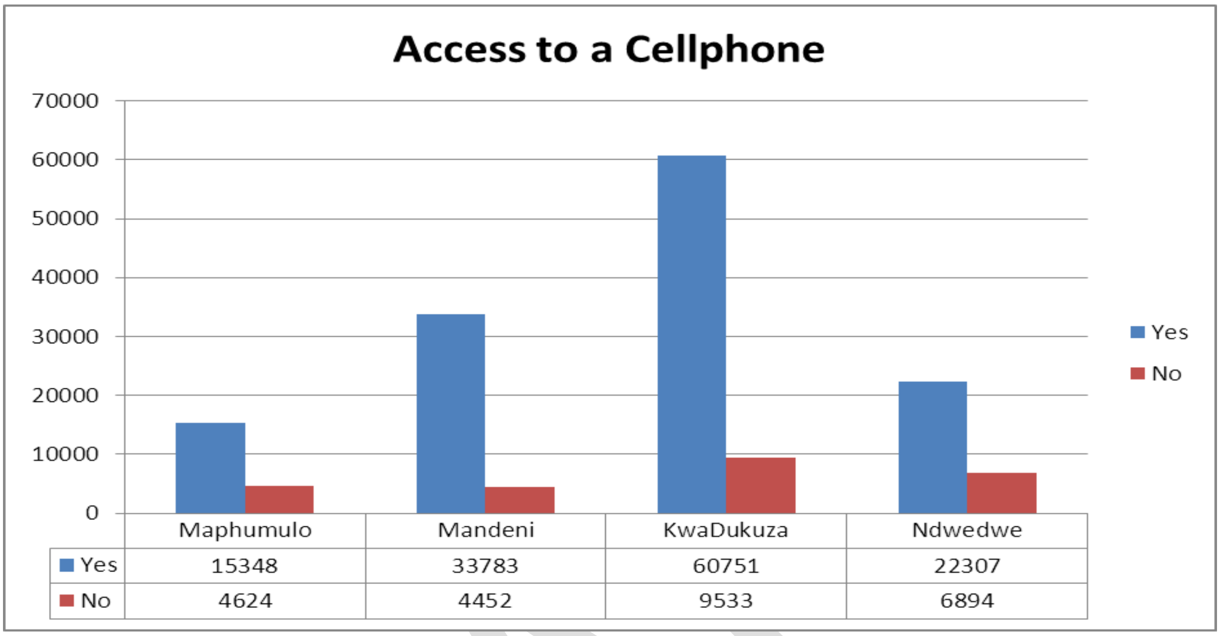
3.6.6.2 ACCESS TO CELL PHONES

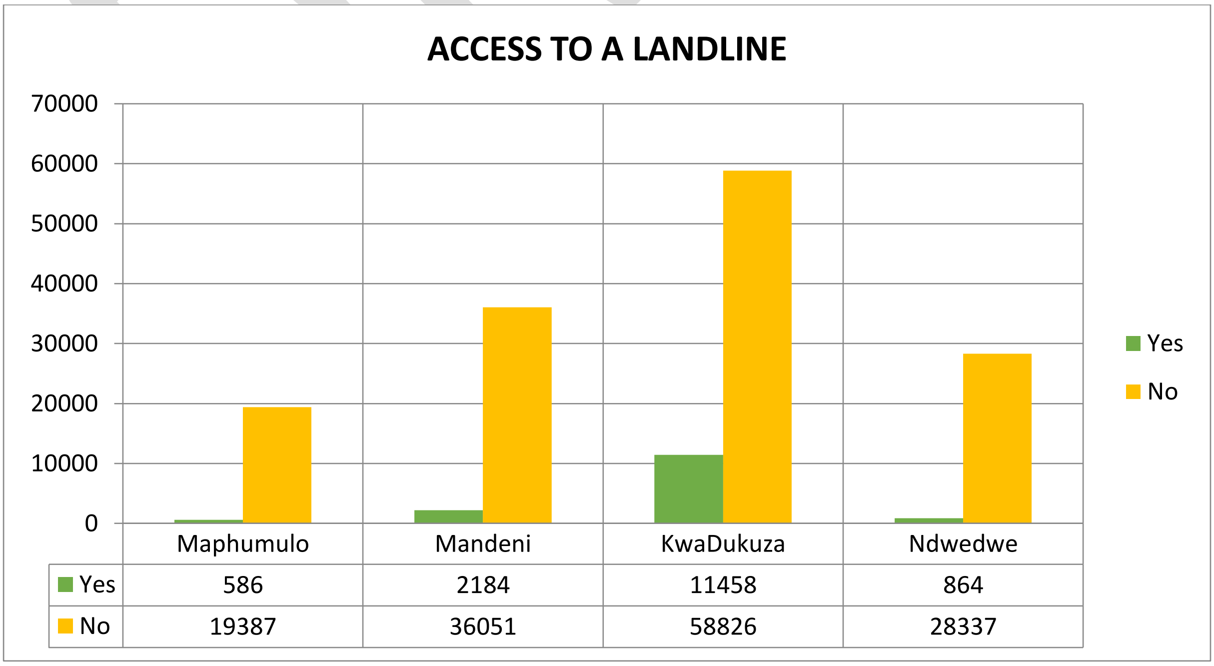
KwaDukuza Municipality has the highest number of households with access to cell phones. This comes as no surprise as this is the most urbanised LM within the District. Maphumulo Municipality has the least number of people with access to cell phones. It should also be noted that this is the most rural municipality in the District and has the smallest population.



GRAPH 8: ACCESS TO A CELL PHONE
SOURCE: STATISTIC SA CENSUS, 2011

3.6.6.3 ACCESS TO A LANDLINE TELEPHONE

The graph below displays the highest proportion of households with access to landline telephones in the district is located in the KwaDukuza local municipality with a number of 11458. Conversely, only 586households in the Maphumulo municipality have access to landline telephones. 142601 households in the district do not have access to a landline telephone.



GRAPH 9: ACCESS TO A LANDLINE TELEPHONE
Source: Statistic SA Census, 2011

3.6.6.4 SERVICE DELIVERY: SWOT ANALYSIS

STRENGTHS	WEAKNESSES
• Maintenance plan in place • Approved By-Laws • Audit Committee, hence clean audit • Water Services Development Plan (WSDP) • Major rivers (Umvoti and Thukela) • PMU in place	• Unfilled Posts • High Cost per capita • Lack of Office space • Lack of Telemetry system • Sparse Settlement Pattern • Old infrastructure • Insufficient bulk Water Sources
OPPORTUNITIES	THREATS
• DM geographical location • Industrial Development • Developer's contribution • Positive publicity	• Insufficient budget • Climate Change • Theft and vandalism • Negative publicity •

TABLE 33: SERVICE DELIVERY SWOT

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3.7 LOCAL ECONOMIC & SOCIAL DEVELOPMENT ANALYSIS

3.7.1 ENTERPRISE ILEMBE

Enterprise iLembe is the Economic Development Agency of iLembe District Municipality, responsible for ***Trade & Investment Promotion*** and ***Local Economic Development*** for the region within these key sectors such as agriculture, tourism, manufacturing and Services. Enterprise ILembe (Pty) Ltd is a private company which is a municipal entity of the ILembe District Municipality – meaning that all the shares of Enterprise ILembe are held by the Municipality. The Municipal Systems and the Municipal Finance Management Acts permit the establishment of a local economic development agency as a possible special purpose organisation to promote the local economy. Enterprise iLembe is special implementation vehicle created by iLembe District for its four municipalities Mandeni, KwaDukuza and Ndwedwe Maphumulo and other stakeholders to achieve their common objectives. As such it should be remembered that an economic development agency does not make policy, it implements it. The mandate for policy making lies with the elected members of Council, not with the agency. It is the role of the agency to implement the local economic development policy set out in the Integrated Development Plan (IDP).

3.7.1.1 LED STRATEGY

ILembe appointed a service provider to review its LED District Strategy. The strategy was approved and adopted by the Council on 7 December 2015. The data in this analysis was sourced from Census 2011 and Quantec 2010.

The purpose of the LED Strategy is to utilise the outcomes of the GDS and GDP report to formulate and implement a LED Strategy for the next 5 years, to achieve economic growth and development. It aims to bring about higher levels of economic activity in iLembe by placing a great emphasis on the role of the District Municipality in making this possible and in so doing, address those issues addressed by the GDS. The 2015 iLembe LED strategy is also formulated within the context of the relevant national and provincial economically related policies and programmes, the LEDs of the four Local Municipalities as well as the sector specific strategies that have been formulated for this purpose. The process of formulating the 2015 LED Strategy reflects the bottom up approach adopted where the District LED is to build on the Local Municipal LED Strategy. The following Local LED Strategies were consulted:

- Mandeni LED
- KwaDukuza LED
- Ndwedwe LED
- Maphumulo LED

3.7.1.1.1 LED STAKEHOLDER PARTICIPATION

There were three stakeholder sessions held in representative clusters of the District, which were consulted on the strategy and given a chance to provide input. The stakeholder consultations included workshops with LED personnel, business, and councillors; and proved particularly informative and valuable for the strategy. Feedback from the stakeholder sessions is listed below, in the order in which they were held:

- LED Review Workshop for iLembe District Business Stakeholders: 25th June 2013,
- LED Training Workshop for District LED Practitioners: 26th June 2013,
- LED Review and Awareness Workshop for District Economic Development Portfolio Councillors: 27th June 2013.

3.7.2 MAIN ECONOMIC AREAS OF FOCUS ON JOB CREATION

According to the *ILembe District Spatial Economic Development Strategy (2012),* the main economic activities in the area are:

- Manufacturing, retail, trade and accommodation, finance and business services.
- Total employment has been decreasing on average annually by 1.8% which in part can be explained by the fact that the major economic industries of manufacturing and agriculture are declining nationally.
- Tourism, commercial and property development is booming in the coastal and inland corridor regions.
- The expanded rate of unemployment is higher in iLembe than in KZN largely due to very high unemployment figures for Ndwedwe and Maphumulo (over 80%). This is largely due to the lack of employment opportunities outside of urban nodes (predominantly on the Ingonyama Trust Lands). However, job creation is at the core of iLembe's 5 year service delivery strategy (for a description of this see below in the IDP)
- The highest growth in employment has been in the business services sector and the government sector; and the highest employment is in the trade, catering and accommodation industry.
- Manufacturing and agriculture were previously the two biggest employment sectors, but both have been experiencing a decline nationally. This accounts for iLembe's decline in employment being higher than that of KZN.
- With regards the distribution of sectors by LM, the majority of people in Maphumulo are employed in the government services sector, while the majority of Ndwedwe's population are employed in agriculture and trade. Ndwedwe will, therefore, be more negatively affected by the national decline in employment in the agricultural sector.
- The majority of people in Mandeni are employed in the manufacturing and trade industries, while KwaDukuza experiences a healthy diversification of employment across all industries.
- Mandeni is the only local municipality with more skilled than unskilled people employed. This is mainly attributable to the industrial development within the Isithebe Industrial Estate which attracts a greater number of higher-skilled workers to the area.
- Overall, skills levels in ILembe are congruent with those for the province. Just less than 50% of those employed in iLembe are semi or unskilled workers.

Key areas of intervention for various economic sectors
The following areas highlight specific focal points that must be targeted to bolster particular economic sectors, making them more economically viable; susceptible to growth, and act as agents for employment generation and job creation.

Agriculture:

- **Substantial investment into infrastructure.** Such as water infrastructure, a road connecting Maphumulo and Ndwedwe.
- **Researching and attracting new global markets.** Mauritius is cited as an example of a country which has recently moved fresh produce supply from Kenya to Australia – there is potential to attract this market and others like it.
- **Capacitating rural farmers so that they may become successful commercial farmers.** This includes mobilisation of farmers associations, mentorships and training opportunities.
- **Encouraging the development of the knowledge economy in agriculture** so that research and innovation can improve efficiency and constantly re-invent the status quo to ensure iLembe remains the first choice supplier of fresh produce.

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Manufacturing:

- Increase light service industry base to meet growing local demand by encouraging development of mini-factories and workshops. This can be done through building incubators and encouraging apprenticeships.
- Promote medium and large scale industrial development through Enterprise iLembe.
- Improved planning and provision of infrastructure. Particularly, the packaging of correctly zoned industrial land with appropriate electricity and water infrastructure in place.
- Creation and expansion of agri-processing plants & markets in order take advantage of new value adding opportunities created by a re-invented agricultural industry.

Tourism:

- Encourage sustainable coastal resort development through conducting intelligent market research, improving transport infrastructure, and ensuring environmental assessments are adhered to.
- Develop tourism in the hinterland by developing attractions along the hinterland routes, and integrating the King Shaka Heritage route into these attractions,
- Tourism promotion and information distribution by offering competitive tourism packages and building information centres, map stands and stops on all proposed tourism routes.
- Provision of support services that include training colleges, in house training programmes, entrepreneur development, strengthening of tourism bodies, and tour guide development.

The Green economy:

- Increased business connectivity through improved, innovative infrastructure that is tailored to the business community such as business parks, free internet and increased bandwidth.
- Establish the North Coast as an ICT Research and Development hub through vigorous marketing and investment promotion, linking with international ICT meccas, and providing innovation hubs and ICT incubators.
- Rural ICT development through building ICT hubs throughout the hinterland which are secure and well-staffed, which provide internet, printing and training services for free.

3.7.3 MAIN ECONOMIC CONTRIBUTORS

3.7.3.1 GVA LEVELS

The tertiary sector contributes the highest to the gross value add (GVA) within the district followed by the secondary sector and lastly the primary sector. Manufacturing contributed the highest to gross value add at 29.17% in 2010 followed by the Finance, Insurance, Real Estate and Business services sector at 19.85%. This, however, changed in 2011 with the latter sector contributing 18.37% and the manufacturing sector 18.18% indicating a decline in the manufacturing fortunes within the period. This has implications on the jobs creation trajectory and policy & planning focus areas: the productive base of the district needs to be supported (agriculture, manufacturing) – only this can ensure sustained growth in services and retail.

The input sectors of electricity, gas and water and transport and communication rose in contribution to gross value add within the period. Electricity, gas and water rose from 0.93 % (2010) to 3% in 2011 and transport and communication rose from 7.21% in 2010 to 12.27% in 2011. This is a healthy growth trajectory but it has to be sustained by serious infrastructure investment over the short term. Expenditure on durable and semi-durable goods declined from 2010 to 2011 while consumption of non-durable goods and services increased in the same period. This could have been a reflection of the national mood as consumers shied away from being tied onto, mostly, interest bearing purchases. The anticipated growth patterns of the different sectors provide a guide for the future allocation of land for the different sectors of the economy and on skills development needs.

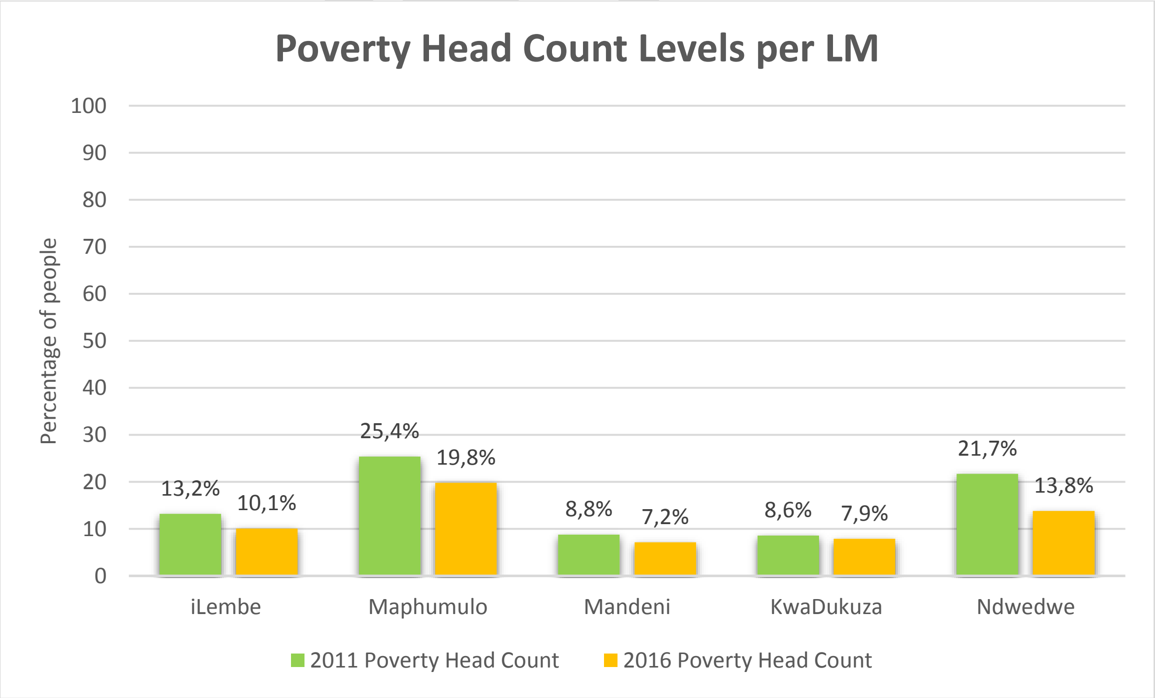
Taking cognisance of the anticipated economic development trends, the GVA contribution per sector for the district as illustrated in the table below.

Key Indicator		iLembe		KZN
		2010	2011	2011
Gross Value Added by Industry (%)	Agriculture, forestry and fishing	9.84%	4.47%	4.47%
	Mining and quarrying	0.83%	2.14%	2.14%
	Manufacturing	29.17%	18.18%	18.18%
	Electricity, gas and water	0.93%	3.00%	3.00%
	Construction	2.83%	4.21%	4.21%
	Wholesale and retail trade, catering and accommodation	14.83%	15.91%	15.91%
	Transport, storage and communication	7.21%	12.27%	12.27%
	Finance, insurance, real estate and business services	19.85%	18.37%	18.37%
	Community, social and personal services	5.08%	7.12%	7.12%
	General government	9.43%	14.32%	14.32%
Expenditure (%)	Durable Goods	10.08%	7.90%	7.79%
	Semi-Durable Goods	13.00%	9.18%	9.09%
	Non-Durable Goods	36.02%	41.75%	40.80%
	Services	40.90%	41.16%	42.33%

TABLE 34:QUANTEC STANDARDIZED REGIONAL DATASET 2010 & STATISTICS SA CENSUS, 2011

3.7.3.2 POVERTY LEVELS AND INTENSITY

The graph below portrays the percentages of people living below the national poverty line within iLembe District Municipality and its Local Municipalities. Within the district there is an overall decrease in the number of people experiencing such poverty as per the South African Multidimensional Poverty Index (MPI), the indicators include unemployment, years of schooling, child mortality, type of dwelling, etc. Maphumulo and Ndwedwe local municipalities, even though having experienced a decrease of over 5 percent in the head count, still have the highest number of people living in extreme poverty. The results for Mandeni and KwaDukuza have only decreased by less than 2 percent for both municipalities whilst on the other hand, these areas have experienced significant population growth between 2011 and 2016.



GRAPH 35: ILEMBE POVERTY HEAD COUNT

STATISTICS SA CENSUS 2011 & COMMUNITY SURVEY 2016

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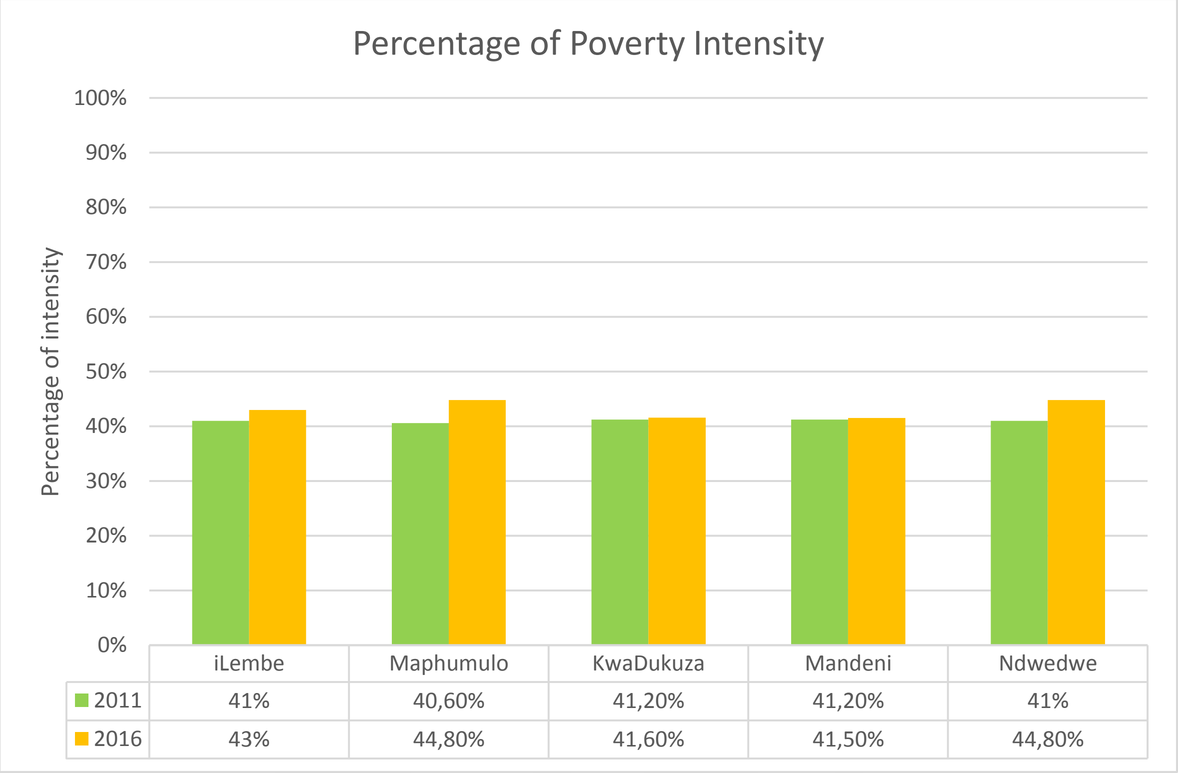
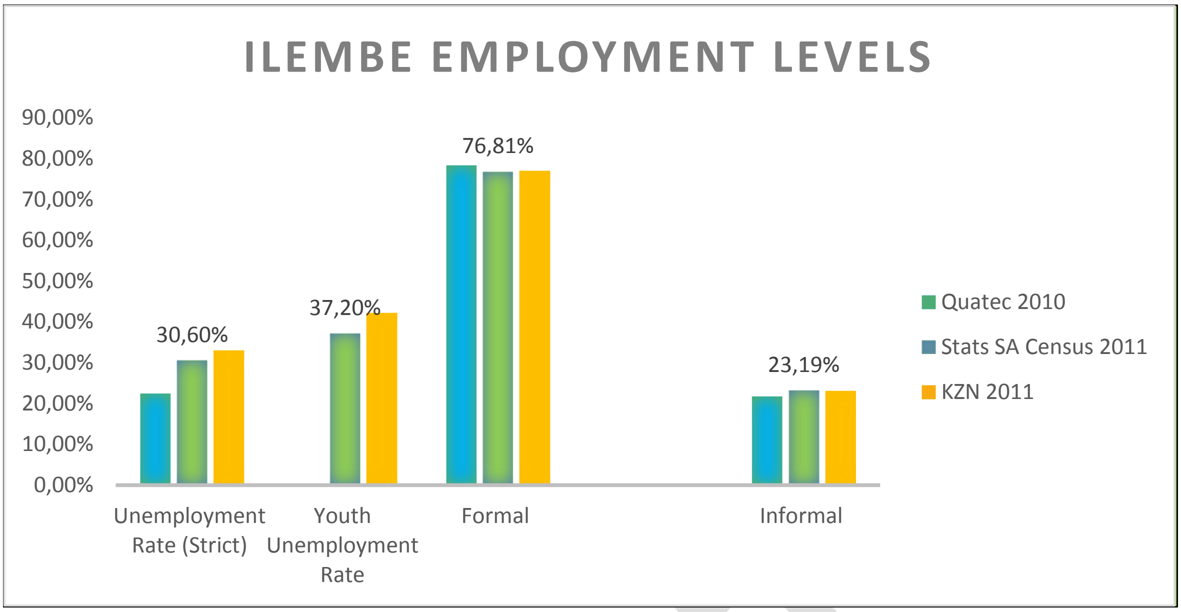
The graph below depicts the intensity of poverty within the local municipalities of iLembe as well as the average measure for the district. Although the poverty headcount results (as depicted above) portray a decrease, the graph below depicts an increase in the intensity of poverty throughout iLembe. According to the graph below, KwaDukuza and Mandeni have experienced minimal intensification of poverty whilst in Maphumulo and Ndwedwe it has risen by almost 5 %.



GRAPH 10: ILEMBE POVERTY INTENSITY
STATISTICS SA CENSUS 2011 & COMMUNITY SURVEY 2016

3.7.3.3 EMPLOYMENT/ UNEMPLOYMENT LEVELS

While the employment rate for the IDM and the formal/informal sectors are on a par with the province, IDM, has fewer skilled or highly skilled workers than the province. The below graph illustrates formal employment rate was 76.81% in 2011 for iLembe and 76.98% for KZN province. There was a slight decrease in the formal employment in the district coming from a formal employment rate of 78.32 % in 2010. The strict unemployment rate increased in the district from 22.39% to 30.6% in 2011 while the province's strict unemployment rate stood at 33%. The strict unemployment rate does not accommodate the discouraged work seekers and therefore these figures are quite conservative and a different picture could be painted with a broad definition of unemployment.



GRAPH 11: EMPLOYMENT LEVELS

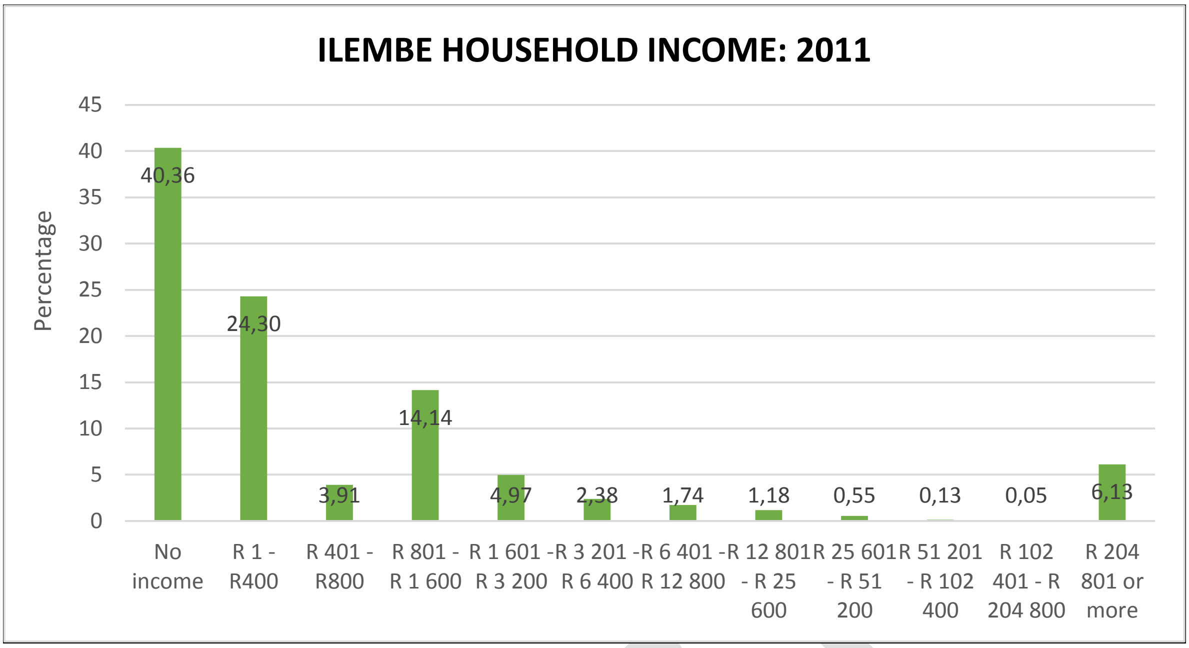
The table below provides unemployment rates and youth unemployment rates for the district and LMs. The district's unemployment rate is 31% in general and 37% amongst the youth (15-35). While unemployment is above the national average, it is average for KZN. Youth unemployment is substantially lower than both the national and KZN average (with the exception of Maphumulo and Ndwedwe). Employment and youth unemployment is highest in Maphumulo and Ndwedwe at 49% and 58% respectively.

Municipal Municipality	Unemployment Rate			Youth (15-34) Unemployment Rate		
	2001	2011	% change	2001	2011	% change
ILEMBE	48.0	30.6	-36%	55.8	37.2	-33%
MAPHUMULO	75.9	49.0	-35%	83.3	58.4	-30%
MANDENI	45.1	28.6	-37%	51.5	34.6	-33%
KWADUKUZA	34.3	25.0	-27%	42.6	30.8	-28%
NDWEDWE	67.8	48.7	-28%	76.4	58.3	-24%

TABLE 18: UNEMPLOYMENT RATE
SOURCE: STATISTIC SA CENSUS, 2001 & 2011

3.7.3.3 HOUSEHOLDS INCOME LEVELS

Household incomes in the district are extremely low with about 40% of the households earning no income at all and a majority of population surviving on less than R500 a month. This scenario has potential to perpetuate reliance on social grants which are a vital anti-poverty measure but divert resources from other state responsibilities. Higher incomes for the residents are vital for jumpstarting economic activity in the district.



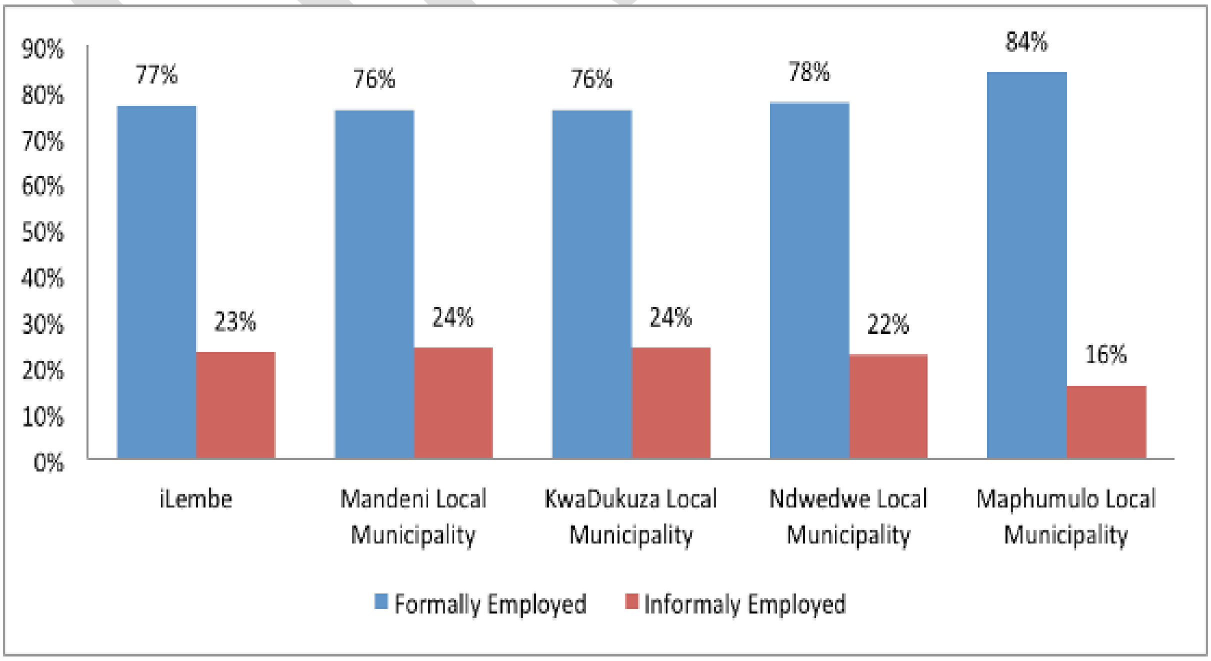
GRAPH 12 : HOUSEHOLD INCOME

SOURCE: STATISTIC SA CENSUS, 2011

3.7.3.4 SMMES

South Africa's informal sector is the unofficial part of the economy whereby many people are forced to live out a meagre economic existence through lack of formal job opportunities. This sector of the economy, which evades income taxes and circumvents labour laws, now represents over 30% of SA'S potential workforce and is the fastest growing sector.

The figure below displays the distribution of formal and informally employed persons. In iLembe, about 23% of the working age population are informally employed, while approximately 77% are formally employed. Within the district, all the local municipalities display a similar trend, however with only 16% informal employment displayed in Maphumulo.



GRAPH 13: ILEMBE DISTRICT SMME'S

SOURCE: QUANTEC REGIONAL DATASET, 2012

3.7.3.5 AGRICULTURE

The sugar industry makes an important contribution to the local and national economy, given its industrial and agricultural investment, foreign exchange earnings and high employment linkages with major suppliers, support industries and customers. It also makes an important contribution to direct employment in cane production and processing and provides indirect employment for numerous support industries. Supporting agricultural activities include forestry, fruit and vegetable farming, tunnel farming, and fresh cut flowers. The National Schools Nutrition Programme with the Department of Education has seen a significant increase in agricultural activity targeting local co-operatives and small scale farmers not just in iLembe District but across the KwaZulu-Natal province.

VINEYARD AND WINERY PROJECT: this project is mainly focusing on development of wine production in the north coast, the pilot started in 2010 with three vineyards successfully planted, harvested and processed in a cooperative winery situated in Ballito. For long term sustainability, Enterprise iLembe has introduced a different cultivar at Ndwedwe, which is merlot to blend with the existing Villard Blanc and be able to produce red wine. In addition, plans to open up a retail shop at the sugar rush park, where the winery is situated are underway which will in the near future require a full marketing plan that will include turning both the winery and vineyards into a tourist destination is being developed. The winery which is currently producing white wine is situated in a tourism precinct and boasts a variety of offerings such as a restaurant and wine & craft beer tasting facilities.

HYDROPONIC TUNNELS PROJECT: Enterprise iLembe again has establish 8 hydroponic tunnels projects that are each 2500m² spread across all four local municipalities, two in Mandeni, KwaDukuza, Ndwedwe, and Maphumulo. This project mainly focused on planting high value crops such as patty pans, peppers, and cucumbers. The projects were faced with operational challenges and seized to operate since March 2014. However a plan is in place to resuscitate the project and also align the crop with the National Schools Nutrition Programme Requirements. In addition, Enterprise ILembe is raising funds to build additional greenhouses which will ensure economies of scale and long term sustainability of this project. Besides the NSNP, the RASET and Agriparks Programmes are in addition going to open up opportunities for intensified production in the district to supply other markets such as Department of Health and Department of Correctional Services. This will generate more jobs and create and retain agricultural skills in the District.

NATIONAL SCHOOL NUTRITION PROGRAM: A number of farmers and cooperatives have been assisted by Enterprise ILembe in collaboration with the Department of Agriculture with production inputs and extension services to grow vegetables for this programme. Enterprise iLembe then procures the vegetables from these farmers, transports, sorts and packages the vegetables for supply to the schools in the district for the National Schools feeding scheme, the value adding process takes place in the Agric – Hubs which are established decentralised processing facilities that are currently serving as dispatch points for the NSNP.

This programme supplies 64 tons of vegetables per week to schools in the district, vegetables that cannot be sourced within the District are purchased mainly from the Durban Fresh Produce Market. Over 800 hectares of new vegetable farms have been developed by 50 new co-operatives creating 600 new jobs in the farming industry and 100 new jobs in the logistics side of the programme. This is a big contribution to job creation, poverty alleviation, inequality and the creation of sustainable community driven projects.

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3.7.3.6 TOURISM

In order to ensure that we continue to assist in the development of tourism with the aim to geographically spread the benefits of tourism as well as to encourage transformation in the sector, Enterprise iLembe has been facilitating and implementing the following:

FIGURE 9: STRATEGIC OBJECTIVES

Cluster 1: Marketing - tourism growth and development (demand)	Cluster 2: Product development and planning	Cluster 3: People in tourism	Cluster 4: Policy, strategy, goverance, research and management and evaluation
•Tourism destination brand development and management •Tourism market segmentation, positioning and distribution • Marketing plan	•Product development and Investment promotion •Relavant capacity building •Product information •Quality assurance •Responsible tourism •Access to the destination •Safety and security	•Transformation •Service excellence •Tourism awareness •Community participation	•Efficient management of tourism •Research, information and knowledge management •Policy and legislative framework •Prioritising tourism at local government level •Collaborative partnerships

FIGURE 10: STRATEGIC THRUSTS

Enterprise iLembe has recognised the importance of tourism for the economic development of the area and has embarked on the development of a tourism strategy.

Responsible tourism / sustainability	• Promote balance between social, environmental and economic factors (i.e. triple bottom line)
Transformation	• Promote empowerment of previously disadvantaged communities to become part of decision making and retireve benefits
Black Economic Empowerment	• Address goals as per the gazetted draft tourism codes
Partnerships	• Acknowledge that the tourism industry can only be developed to its full potential when all stakeholders work together, particularly the public and private sector
Rural development	• Encourage development outside of urban areas
Education and skills development	• Improve workbased skills
Enterprise development	• Support SMME's

FIGURE 11: PRINCIPLES OF THE TOURISM STRATEGY

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3.7.3.6.1 TOURISM MARKET ASSESSMENT

Description	Foreign	Domestic	Total
Total overnight tourists staying in formal accommodation	112 253	355 513	467 767
Total overnight tourists staying with family & friends	4 145	53 327	57 472
Total overnight tourists	**116 398**	**408 840**	**525 238**
% of KZN overnight	*15,2%*	*9,5%*	
% day visitors	5%	30%	
Number of day visitors	**5 820**	**122 652**	**128 472**
Total visitors	**122 218**	**531 492**	**653 710**
	22%	78%	
	0,239977388		

TABLE 19: TOTAL VISITORS TO ILEMBE IN 2014

	KwaDukuza	Mandeni	Total
Number of establishments	251	16	267
Number of rooms/units/sites	2903	219	3122
Number of beds/sleepers	6683	356	7039
Number of graded establishments	41	1	42

TABLE 20: SUMMARY OF ACCOMMODATION IN ILEMBE

3.7.3.7.2 TOURISM STATISTICS IN ILEMBE

- It is estimated that a total of 653 710 visitors visited the District in 2014.
- 76% of guests at iLembe accommodation establishments are from the domestic market, 6% are from Africa and 17% are from overseas.
- The main domestic source markets are Gauteng and KZN.
- The main African source markets are Swaziland, Zimbabwe and Botswana.
- The main overseas source markets are Germany, the UK and USA.
- For KwaDukuza Municipality, the main source market is the domestic market at 78%, followed by the overseas market at 16% and African market at 6%.
- For Mandeni Municipality, the main source market is also the domestic market at 85%, followed by the African market at 8% and overseas market at 7%.
- The main purpose of visit to iLembe is holiday/leisure at 58%, followed by business travel at 29%, conferences/business tourism at 10% and VFR at 3%.
- The main purpose of visit to KwaDukuza Municipality is holiday/leisure at 58%, followed by business travel at 26%, conferences/business tourism at 10% and VFR at 3%.
- By comparison, business travel is the main purpose of visit to Mandeni at 48%, followed by holiday/leisure at 40%, VFR at 8% and conferences/business tourism at 4%.
- The top rated aspects of iLembe as a tourism destination based on visitor surveys are the good weather, the beaches, shopping centres, good restaurants, friendly people, the area is less crowded and clean.
- The weaknesses of the area based on visitor surveys are shortages of parking, poor road signage, expensive tolls along the routes to reach the area, the area is not well marketed and the perception that there are limited attractions and activities.
- The Municipality does not feature on tour operator itineraries and there is very little knowledge of the area and what it has to offer.
- The tour operators interviewed recommend that a unified destination brand needs to be developed for the area, the industry needs to be educated on packaging, beach resorts need to be developed, cultural heritage experiences need to be improved and golf tourism is a niche market with potential

3.7.3.7 MANUFACTURING (INDUSTRIAL)

The manufacturing sector is clustered in Isithebe and is surrounded by informal settlements created by employment opportunities within the area. The manufacturing sector processes raw materials into finished products such as paper, clothing, furniture and electrical appliances. The sector comprises of heavy industries such as sugar and paper mills. The Compensation/Ballito area north of the new King Shaka International Airport has been identified as a special economic opportunity zone. Several light industrial parks such as Imbonini offer high quality mini - factories and stand-alone factory ware- house developments for lease or purchase.

RENEWABLE ENERGY:
iLembe District has been identified as a Renewable Energy Hub by the Provincial Department of Economic development, Tourism and Environmental Affairs. The hub will focus of manufacturing renewable energy components such as solar panels. In support of the Bioenergy in the district, various studies have been conducted which include Biomass Scoping and feasibility study. This investigated opportunities for processing sugar cane waste into bioenergy.

SERVICES, RETAIL AND ICT:

The commercial and services sector is found in all the main urban centres throughout the district especially in KwaDukuza and Ballito. These incorporate: Wholesale / retail trade; Transport / storage; Communication; Financial / Insurance; Real estate; Business / community / social / personal services; and Government services.

3.7.3.9 RENEWABLE ENERGY

ILembe has also been identified as the renewable energy hub in the province. The renewable energy components manufacturing hub is one of the sectorial development hubs in the province of KwaZulu-Natal. Each district is targeted to house an industrial hub to support the provincial industrial development zones based on its comparative advantage. The envisaged location for the hub is within Isithebe Industrial Estate in Mandeni, on a serviced 50 ha piece of land. The targeted markets for the hub will be, among others, green industry project developers, manufacturers, energy services companies, consultancies, SMMEs, cooperatives, youth enterprises, research institutions, test laboratories, training providers and engineering companies. Related investments will thus be necessitated by the renewable hub project in the district as informed by the targeted markets.

The recently completed iLembe District Growth and Development Plan has also identified some catalytic projects that will have a bearing on the type and scale of investment to support these catalytic projects. Catalytic projects are defined as large-scale development projects, which have potential to directly stimulate and leverage much higher levels of development and initiate further projects. These projects can be read in the iLembe District and Growth and Development Plan accessible on http://www.iLembe.gov.za.

3.7.3.9.1 PLANNED RENEWABLE ENERGY HUB

This is to be located in Isithebe Industrial Park, Mandeni on a serviced 50 ha piece of land. There will be 250 MW of renewable energy generation and in excess of 4000 jobs from 2020 are expected. Detailed business planning, investor facilitation and systems planning are scheduled for 2016 – 2018. A value of R 5 billion estimated for the hub.

The KZN Provincial Growth and Development Strategy has set a target of alternative energy generation of 5 000 MW and a 9 000 Gwh energy saving by 2030. The development of renewable energy is not only critical in terms of lowering greenhouse gas emissions but forms the backbone of achieving provincial energy security and self-sufficiency; improved access to energy among the poor and stimulating decent and sustainable job creation.
The proposed institutional model for the hub is that of public-private partnership between the provincial government and one or two private sector anchor tenants. The key proviso for tenancy will be involvement in the green industry, which is an emergent sector in the country and the province.
The Department of Economic Development Tourism and Environmental Affairs (EDTEA) in KZN is in the process of establishing an agency that will ensure that the space in Isithebe is efficiently utilized for the manufacturing of renewable energy components. EDTEA has indicated that this agency will be implemented by 2018. The Agency developed will work closely with Mandeni Local Municipality and Enterprise iLembe.

3.7.3.9.2 SUGAR ASSOCIATION RENEWABLE ENERGY GENERATION PLAN

Sugar cane is the leading agricultural product in KZN and in iLembe. The Sugar Association has developed facilities for bioethanol production and renewable energy creation from biomass/organic waste. Still in planning, this cluster of projects is expected to create 900MW of renewable energy generation - creating 34 406 jobs. The sugar industry produces 600 000 to 1 million tons of surplus sugar and this could potentially be converted to 360 to 600 million litres of bioethanol.

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3.7.3.10 PARTNERSHIP WITH SWISS GOVERNMENT

The Swiss government, through the State Secretariat for Economic Affairs (SECO), has partnered with iLembe District Municipality, KwaDukuza Municipality, and Mandeni Municipality on a programmatic approach for Local Economic Development. The programme is a 57 month long intervention with the overarching purpose of contributing to the improvement of the iLembe District and the quality of life for its inhabitants. The programme comprises a series of interventions to build capacity for the local area for economic activity, job creation and urban development.

The main objective of this programme is as follows: "*To contribute to the improvement of the economic future of the iLembe District and the quality of life of its inhabitants, through sustainable growth of the local economy and the creation of higher, better and more inclusive employment and income generating opportunities*."

The key partners in the programme are SECO, IDM, Mandeni and KwaDukuza LM, organized business in IDM represented by the iLembe Chamber of Commerce, KZN Department of Economic Development, Tourism and Environmental Affairs (EDTEA), National Treasury, the United Nations Industrial Development Organization (UNIDO) and the International Finance Corporation.

The table below gives a more detailed indication of the components and the expected outcomes.

Components	Expected Outcomes
Public financial management	1. Empowerment of Municipal Councils that exercise robust oversight of PFM functions, especially in relation to the budget, in year budget reports, risk management, procurement and annual financial statements
	2. Target municipalities mobilize more revenue through higher efficiency and cooperation
	3. Improved budgeting for capital investment and maintenance of municipal assets
	4. Legal, transparent and efficient management of municipal procurement process
Municipal Infrastructure	1. Reduced infrastructure constraints (improved scope and quality of basic infrastructure services)
	2. Enhanced planning and management of key infrastructure sectors
	3. Increased planning capacity and financing strategies for an integrated and systematic expansion of (urban) infrastructure, as a basis for sustainable development of regional centres
Private Sector development	1. Improved environment for doing business
	2. Enhanced access to finance for iLembe SMEs
	3. Improved access to business and technical skills for iLembe District SMEs
Value chain development	1. SMEs have been integrated into selected value chains and/or clusters, are more productive (reduced waste and inefficiencies) are more eco-efficient (reduced water and carbon footprint), produce better quality products, engage in more sustainable business practices and comply with national/international standards and buyer requirements.
Partnership and cooperation	1. Improved and sustained partnership and capacity for local economic development in the iLembe District
	2. Improved national and provincial context for LED

TABLE 38: KEY PARTNERS IN THE SECO PROGRAMME

It is anticipated that the inception phase of the programme will commence in during the current calendar year (2017). The value chain development component of the programme has however commenced and is being implemented by UNIDO. The other components will commence once the appointment of the Programme Coordinating Unit has been concluded.

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3.7.3.11 EXISTING AND FUTURE PROJECTS

The strategic objectives of Enterprise iLembe are:

- Facilitate research that assists with Policy Development and formulation that impacts the mandate of the Agency:
- Influence policy and the regulatory environment for socio economic development and investment.
- Identify, build and co-ordinate partnerships among socio economic stakeholders
- Facilitate the packaging & implementation of projects in existing and new sectors
- Research other potential growth sectors in addition to the current four sectors of main focus.
- Marketing and Promotion of iLembe District as a Tourism, Investment & Business Destination.

The table below illustrates the status of EI LED projects as follows:

NO.	PROJECT	AMOUNT	FUNDING APPLICATION	PROJECT STATUS
1	King Shaka Tourism Route King Shaka Visitor Centre Upgrade	R400 000	DEDT	Completed
2	LED Strategy & Implementation of Micro Projects	R 1 000 000	DCOGTA	Completed
3	Tourism Strategy			
4	iLembe Broadband Project Master Plan and Business Strategy Plan for Wholesaling	R 1 000 000	IDC	Completed
5	iLembe Project Ownership and Shareholding Model	R 700 000	Enterprise iLembe	Complete
6	Establishment of Chicken Farms and Poultry Farms	R 400 000	Enterprise iLembe	Complete
7	Establishment of an Agricultural Park	TBC	DRDLR & DOA	Preliminary
8	Renewable Energy Project Feasibility Study on Solar and Bio Mass	R370 000	IDC	Completed

TABLE 21: LED PROJECTS

The table below illustrates catalytic projects that have been proposed within the District:

PROJECT / BUSINESS NAME	BRIEF DESCRIPTION	INDUSTRY	LOCATION
NUMZ Adventure Island	Numz Adventure Island is a 30 ha development comprising of fun-filled activities and action-packed entertainment for the whole family. The development consists of five phases with a 5 year roll-out plan which will include restaurants, waterpark infrastructure, golf driving range and souvenir shop.	Tourism	Tinley Manor, Dolphin Coast
Ebandla Botique Hotel	The Ebandla Boutique Hotel is an existing luxury hotel, nestled in the tranquil rolling hills of Compensation in Ballito	Tourism/ Hotel & Catering	Ballito, KwaDukuza
Serengeti Glades Resort	Serengeti Glades Resort is a full service five (5) star luxury resort in Ballito. The project is designed by a London company, WATG architects. The hotel overlooks the magnificent Indian Ocean and is within walking distance from Ballito's legendary beaches.	Tourism	Ballito,KwaDukuza

Sovereign Sands Hotel	The Sovereign Sands Hotel development is planned for 220 rooms. The total floor area of the proposed hotel (rooms and common areas) is currently estimated at 12 800m2 plus a basement parking lot of 2 000m2. Within the development site there are fully developed villas.	Tourism	Stanger/KwaDukuza, next to Princes Grant
Thukela Health & Wellness Centre	This multi-phase development has a medical and health focus: the long-term development concept is for a step-down facility or as it is known today Sub-Acute Hospital Care: a hospital nursing unit providing care for intermediate stage between that of an intensive care unit and a normally-staffed in-patient division.	Medical Tourism	Mouth of the Tugela River, Mandeni
Nonoti Beach Tourism Resort	This proposed development comprises a Beach Resort on a 195 ha site. This project is wholly owned by the community of Nonoti, which is formed by 300 households. The community is represented by the Inqaba Community Trust. The Trust acquired the land through a successful negotiated land restitution settlement pursuant to a land claim that was lodged by the community.	Tourism	KwaDukuza, next to Princes Grant
IFA Hotels and Resorts	IFA Hotels & Resorts (IFA HR) is a worldwide leader in the development of mixed-use hotel and residential resort projects as well as luxury leisure services. The company's main shareholder is Kuwait-based International Financial Advisors and it currently has a market capitalisation of $US1billion.	Tourism, Hotel, Residential and Real Estate Development	Ballito, KwaDukuza
Blythedale Coastal Resort	This mixed use development incorporates 5123 residential units ranging from low, middle to high income developments, 40 000 m2 commercial & retail space, 1200 sleeper hotel & resort establishments, a water theme park, a school of golf and a sporting school of excellence.	Tourism, Retail, Residential and Commercial Development	Blythedale area, KwaDukuza
Ballito Services Park	Industrial property development, sales and rental	Industrial Property	Ballito,KwaDukuza
Isithebe Industrial Park Expansion	Ithala in Isithebe has over 500 000 m2 of lettable industrial property of various sizes located at Mandeni halfway between Durban and Richards Bay.	Industrial Property Leasing	Isithebe, Mandeni
Indian Ocean Film Studios	Feature Film & Television Production Facilities Post Production Facilities Animation Film Tourism/Theme Park Skills Development	Film	Tinley Manor, Dolphin Coast

TABLE 40: ILEMBE LED CATALYTIC PROJECTS

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3.7.3.11 BUSINESS CULTURE

In 2011, the finance, insurance, real estate and business services sector was the 4th largest employer, accounting for 13, 28% of the total number of people employed. Combined with wholesale/retail trade, catering and accommodation, these sectors account for nearly 35% of total employment in ILembe. As such, these sectors have to be supported and prioritised in terms of their potential to provide employment, generate economic growth, and create job opportunities. In order for the economic potential of these sectors to be maximised, and for PPP to be effective, it is important for local government to have insight into the environment in which business operates.

The iLembe Business Confidence Index identifies regional economic indicators and intelligence to support economic development and promote investment in iLembe. It considers economic and market-related aspects that have a bearing on the business mood in iLembe. The measurement of business confidence is directly related to employment opportunities and labour issues. The more buoyant the economy and the greater the economic optimism, the more likely it is there'll be greater employment opportunities.

Similarly, the more conducive the economic environment is, the better the opportunities there will be for job creation and employment generation. Some of the key areas identified by participants with regard to constraints to business were electricity shortages and resulting load shedding, the water supply crisis and the drought. As such, poor service delivery & infrastructure provision were identified by 34% of respondents as being major issues to business development and growth. Congruent with this, proposed increases to both water and electricity tariffs have also contributed to the significance of this constraint. Similarly, 34.4% of respondents have indicated that Skills Shortages & Other Labour Related Issues are a business constraint. Competition and market size were identified by more than 56% of survey respondents as a business constraint, endorsing the view that certain industry sectors within the region are over-serviced.

Amongst smaller businesses, (< R1m annual turnover), access to finance was identified as the biggest constraint to business. While there needs to be specific initiatives and targeting of particular sectors for employment generation schemes and job creation, it also remains incumbent on the local municipalities to ensure that the basic services required to affect these opportunities are adequately provided.

Enterprise iLembe is the Local Economic Development agency that aims to promote local development through bringing all sectors together (including Tourism and other service delivery units) to develop a sustainable economy for the region. The activities of Enterprise iLembe are highlighted later in the IDP.

Service delivery and the provision of bulk infrastructure remains at the core of the Municipality's mandate, and there needs to be an acknowledgement that without adequate service, the foundations for basic business opportunities, job creation and economic investment is severely compromised.

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3.7.3.12 LED SWOT ANALYSIS

STRENGTHS	WEAKNESSES
• Overall the District is ahead of the average provincial average, for all listed development indicators. • The agricultural projects implemented through the development agency are innovative and leverage off the competitive advantages of the District economy • Enterprise iLembe indicates clear implementation strength, with 65% of all projects from the 2008 LED Strategy having been implemented. With non-applicable projects excluded, this amounts to 61% of all implementable projects having been successfully implemented. • Enterprise iLembe is well skilled at attracting investors, even to its rural regions. This indicates good networking ability, and the ability to sell the District. • While coastal regions and nodes such as Ballito are more attractive for investment, the development agency has managed to spread investment throughout the District, including throughout its rural communities. In many cases, the projects which Enterprise iLembe has implemented in its local municipalities, through partnership with them, are the only functional LED projects in that particular LM. • Enterprise iLembe works in partnership with the local municipalities, affording them the opportunity to be involved in their own LED, where they would otherwise not have the resources to initiate projects. For most LMs this relationship has proven successful. • Enterprise iLembe is pioneering within the agricultural field, in as far as implementing the latest agri technology. This can be attributed to their networking skills. • Enterprise iLembe displays pioneering thought and vision in the range of projects which it has implemented.	• The socio-spatial status of the District is uneven, where the rural hinterland is characterised by little to no development and infrastructure, and structural poverty. This is due to a lack of services and bad topography. • Maphumulo grew from an average index score in the previous period, to 55 from 2008 to present. This indicates its increased dependence on and vulnerability to the transport sector, presumably due to the long travel distances required to access services in other District nodes. This indicates a need for services and retail in the Municipality. • When reviewing the projects which Enterprise iLembe aims to undertake, capacity exists for only 39% of the projects, meaning that the rest will need to be juggled within existing capacity or not be implemented. • Projects implemented by Enterprise iLembe are heavily focussed on agriculture; which reflects on the focus of the staff. Many opportunities exist in other industries. • Communities in which projects are implemented (or Cooperatives with and for which projects are implemented) often require business skills training from the onset, which they do not receive. This is necessary so that when the project handover time arrives they are able to handle the project, making it a sustainable venture. • Projects implemented are often based on vision and innovation, but lack sufficient risk and sustainability planning from their conception. This is often only realised after the project is well in its operation. This may point to the fact that Enterprise iLembe staff are implementation focussed, but there is a lack of research and risk assessment skills within its structure.

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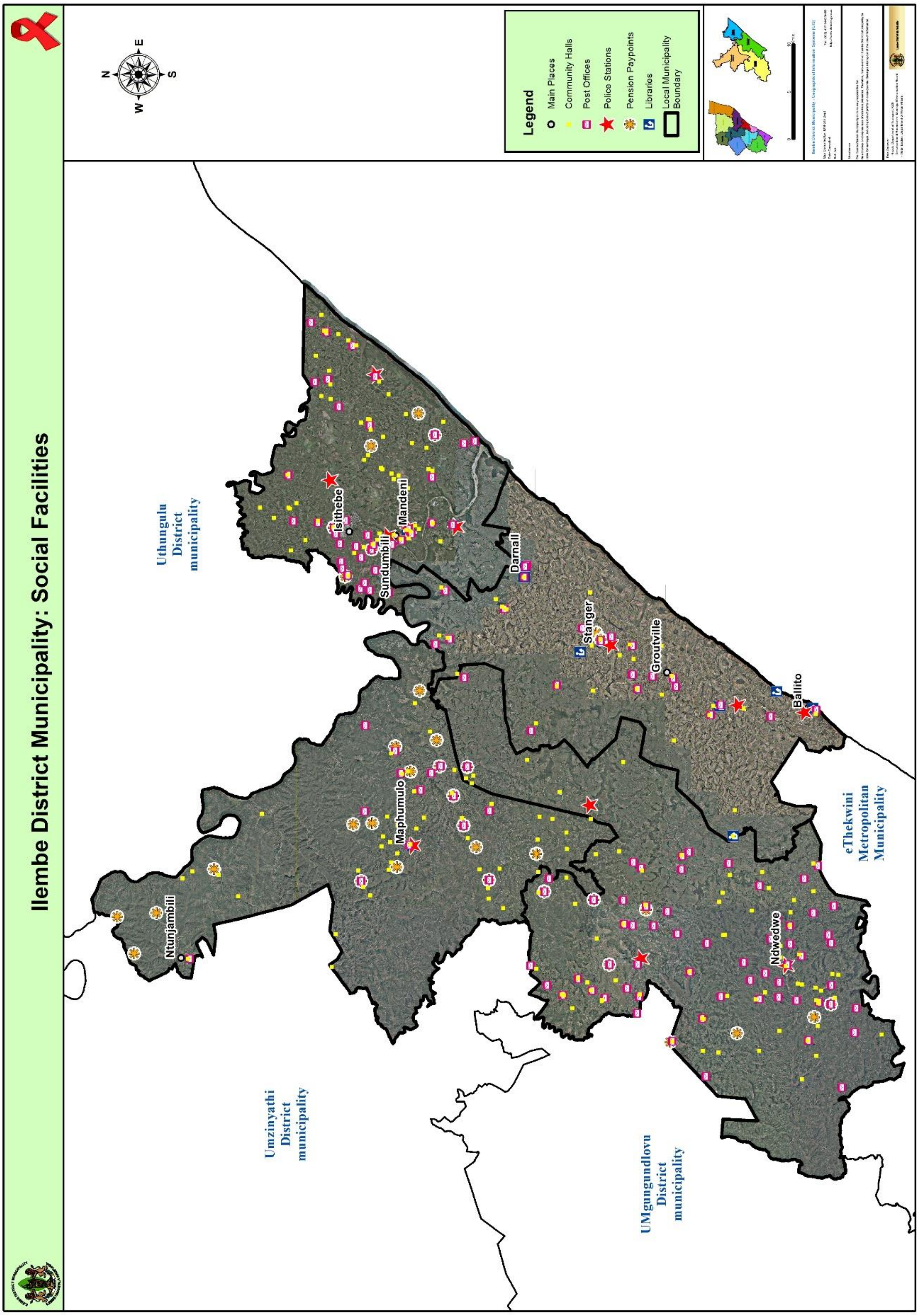
OPPORTUNITIES	THREATS
• **The finance and businesses sector in iLembe displays above provincial and national growth rates, indicating above average potential of the District industry.** • **The iLembe Coast, particularly around Ballito in KwaDukuza, has potential to become an ICT hub of provincial and national significance, due amongst other factors, to the technology installed, the growth of the industry, and its proximity to the King Shaka Airport.** • **Hot Ballito, recently rolled out by the iLembe Business Chamber, will likely have a significant impact on the wholesale and retail trade sector in the District, although mainly on KwaDukuza's economy.** • **Successful diversification away from its reliance on sugar cane is required, and has been implemented mainly through Enterprise iLembe.** • **To date local municipalities have benefitted significantly from interaction with Enterprise iLembe, and most projects implemented have been through EI. There is opportunity to work more closely with Enterprise iLembe to provide the agency with more capacity, and the LMs with more resources.**	• Agricultural projects piloted through Enterprise iLembe often inherently rely heavily on subsidised inputs, particularly where new forms of technology are involved. This is a concern for when they are handed over to their communities for management. • Tourism progress is hindered by institutional challenges at present, and the lack a tourism management champion • Agriculture is a significantly fluctuant sector with growth rate highs of 7.4%, and lows of -10.8% since 2008. • Numerous projects have been implemented through Enterprise iLembe, but more focus on sustainability business and mentorship is required, in order to ensure long term success. • Mandeni Municipality, where the tress index is highest at 68. This is undoubtedly indicative of Mandeni's dependence on manufacturing, (e.g. Isithebe), where manufacturing in 2011 accounts for 41% of the economy; way above the District average of 30%. The impact of a decline in manufacturing is therefore much more notable than in the rest of the District, for example, a 25% decline in manufacturing jobs being noted due mainly to increased manufacturing imports. • Partners which Enterprise iLembe chooses for initiatives may often not deliver on projects, and this is out of EI's control. • Frictions exist between Economic Development at the District level, and that at KwaDukuza LM, which was not available for input for this strategy. This can hamper economic development progress, and recommendations which come out of this Strategy. • There remains the threat that when project contacts change, projects are not properly handed over from the previous project champion to the next. Communication with stakeholders is important, particularly when handing projects over from one champion to another.

TABLE 22: LED SWOT

The overleaf map spatially illustrates Social Development Analysis.

3.8 SOCIAL DEVELOPMENT ANALYSIS



MAP 12: SOCIAL FACILITIES

3.8.1 BROAD BASED COMMUNITY NEEDS

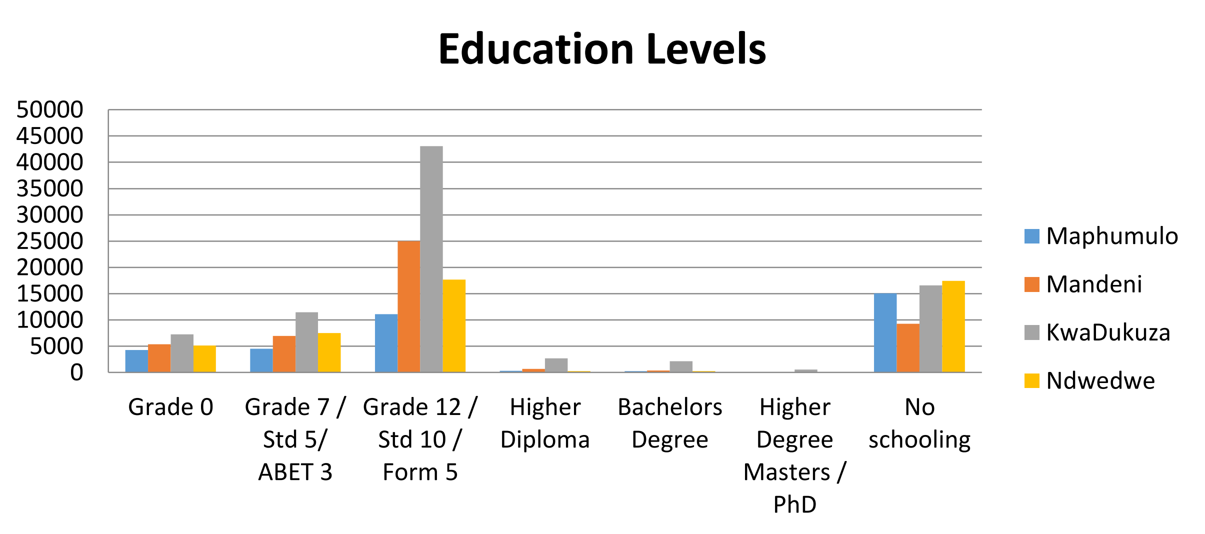
Integrated Development Plan (IDP) public participation meetings were held in the Local Municipalities with their Representative Forums on matters related to the IDP reaffirmed the needs and challenges that emerged from this IDP status quo analysis. These need to be taken up and addressed through the IDP and its budget allocations. The priority needs identified during various meetings and Izimbizos are outlined below.

FOCUS AREA	DISTRICT COMMUNITY PRIORITY NEEDS
Community services, Infrastructure, Electricity, Public Transport and Road Infrastructure.	• Road infrastructure requires improvements • Signage required on the roads especially near schools • Lack of public transport and associated facilities e.g. Ranks and shelters etc. • Lack of electricity to the communities • Insufficient Community Halls • Inadequate Grant and Pension payout points • Inadequate Clinic facilities • Sports Fields required
Socio-Economic Development and Housing	• Insufficient provision of Housing • Poor quality of RDP houses • Lack of job opportunities • Insufficient Commercial facilities especially in Rural areas • Programmes on HIV/AIDS required
Water and Sanitation Infrastructure.	• Inadequate water supply in certain areas • Standpipes are available but sometimes do not work • Need for house/yard Water connections • Insufficient Toilet facilities • Vandalism of infrastructure • Need for prepaid meters to prevent wastage of water • Need for desludging of VIP Toilets

TABLE 42: COMMUNITY PRIORITY NEEDS

3.8.2 EDUCATION PROFILE

Although the number of people with no schooling has declined in recent years, it remains high in Maphumulo, where 31% of the population have not received any schooling. However, the number of people with higher education has decreased from 3.5% in 2001 to 3.1% in 2011, an alarming indicator of out out-migration of highly skilled workers. The proportion of the iLembe population with matric increased to 26.6% by 2011, a level which is a per cent less than the average for South Africa.



GRAPH 14:EDUCATION LEVELS
STATISTICS CENSUS, 2011

The iLembe Business Confidence Index Reviews of quarters Q1 and Q2 in 2015 show that one of the top two constraints to business in the district municipality is perceived to be skills shortages and other labour-related issues (Q1: 34%; Q2: 29%)1. The shortage of skills that are required for an efficient and competitive modern economy can be directly attributed to the low levels of educational provision for and achievement by the population. The 2011 Census determined that only between 1% (Ndwedwe LM) and 5% (KwaDukuza LM) of the population has completed some form of higher education after completion of Grade 12. A further 11% (Maphumulo) to 19% (KwaDukuza) have completed Grade 12. This places a heavy reliance on a less than a quarter of the population to supply the more specialised skills that are necessary to advance iLembe's local economic development.

3.8.2.1 ILEMBE 2016 NSC STATISTICS

The pass rate of learners who wrote the NSC exams in the iLembe District in 2016 was 52.42%, a decline from 72,4% in 2013. It was the lowest in lowest in the province. The District's learners achieved the lowest pass rates in the province for accounting (52, 3%), business studies (60,4%), economics (53,6%), mathematical literacy (63,5%), mathematics (25,9%) and physical science (45,2%).

There are a total of 445 schools located in iLembe. An analysis at LM level, of the NSC results at the 127 schools where the NSC examination was written, reveals that the top-performing schools (pass rates > 90%, marked green in table) as well as the poorest-performing schools (pass rates < 20%, marked red in table) are spread across all LMs.

Another measure is the actual number of passes being achieved in a school. By this measure, 9 of the highest producers of NSC passes are schools in KwaDukuza, the LM with the smallest number of secondary schools (20), and therefore the LM with by far the highest proportion of top-performing schools. A further indicator is consistency within these top categories, which again points to KwaDukuza, where 7 of the 20 schools achieved either more than a 90% pass rate or more than 100 candidates passing for each of the three years 2012, 2013 and 2014. This initial analysis immediately suggests that educational performance is best in the LM that also performs well in other sectors. The challenge for government (all three spheres) will be to allocate resources most appropriately, without resulting in a negative impact on the high-performing secondary schools.

The specific issues relating to education that require attention are:

- the quality of education facilities;
- the infrastructure available at such facilities;
- the inability of rural areas to attract high quality educators;
- the subjects offered at schools that do not prepare school leavers for the job market;
- the lack of coordinated and targeted adult education and literacy programmes.

3.8.3 HEALTH PROFILE

ILembe Health District is on the northern KwaZulu-Natal cost to the north of EThekwini and the south of King Cetshwayo health districts. UMzinyathi and UMgungundlovu health districts flank it on the North West and south west respectively with the Indian Ocean to the east.

KwaDukuza, Mandeni and Ballito are the main economic hubs of ILembe district with some manufacturing taking place at Isithebe. The N2 National Road runs parallel to the coast line and is the main national road between Durban Mozambique encompassing the northern natal coastline tourist attractions and the coal port of Richard's Bay. Due to popularity of the iLembe coast line as a place of residence, the coast line area itself has access to reasonable infrastructure i.e. the sub-districts of Mandeni and KwaDukuza however the inland sub-districts of Ndwedwe and Maphumulo are under-developed in comparison as is discussed in the poverty profile below. ILembe is made up of 4 sub-districts each comprising of a number of wards followed in brackets Mandeni (17 wards), KwaDukuza (27 wards), Maphumulo (11 wards) and Ndwedwe (19 wards). KwaDukuza has the highest population, as expected has the highest population as it is the coastal area and includes major towns with

Maphumulo the lowest population within iLembe District as this is inland of the N2 National Road with poor infrastructure with little economic activity.

Sub-Districts	Health Posts		Mobiles		Satellites		Clinics		Community Day Centre		Community Health Centres (24 x 7)		Standalone MOU		District Hospitals	Regional Hospital
	LG	P	LG	P	LG	P	LG	P	LG	P	LG	P	LG	P		
Mandeni	-	-	0	1	-	-	0	7	-	-	0	1	-	-	0	
KwaDukuza	-	-	0	2	-	-	0	9	-	-	0	0	-	-	0	1
Ndwedwe	-	-	0	4	-	-	0	7	-	-	0	1	-	-	1	
Maphumulo	-	-	0	3	-	-	0	11	-	-	0	0	-	-	2	
District	-	-	0	10	-	-	0	34	-	-	0	2	-	-	**3**	**1**

TABLE 43: PRIMARY HEALTH CARE (PHC) FACILITIES PER SUB-DISTRICT AS ON 31 MARCH 2015

SOURCE: DHIS

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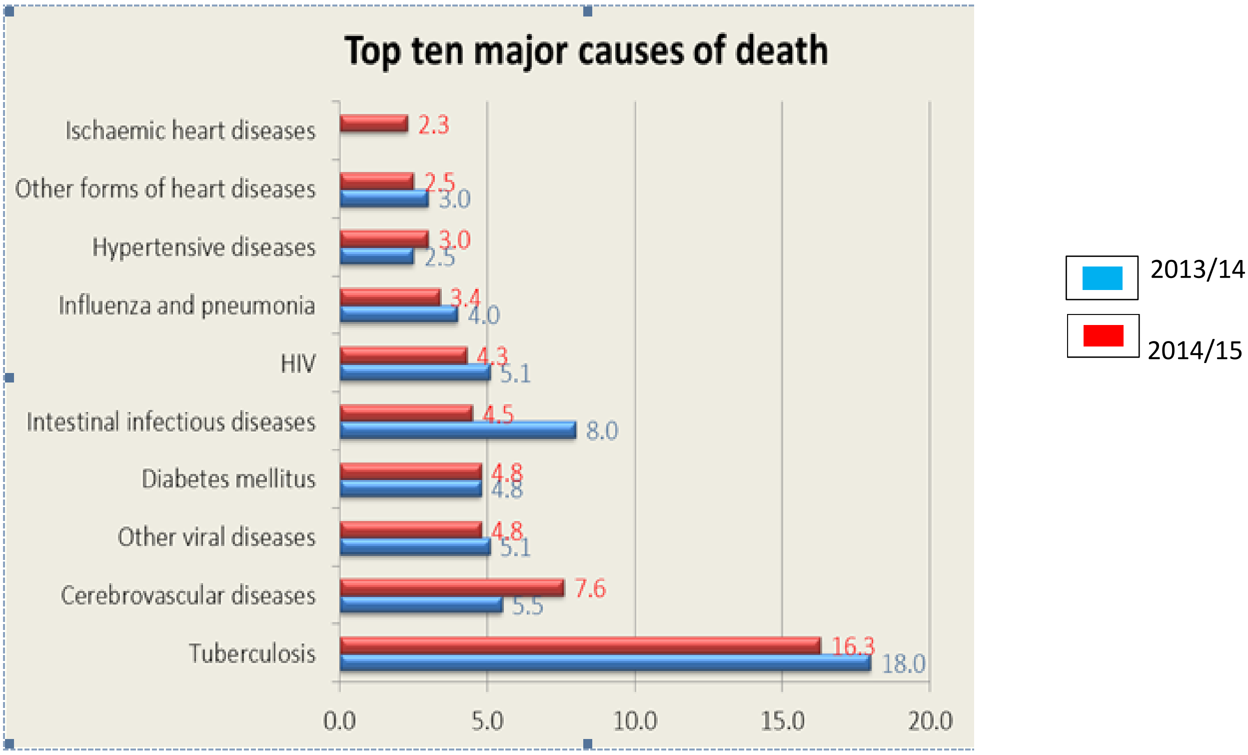
The above table illustrates the primary health care facilities. In total there are 55 health care facilities in the District, spread across the District, Mandeni and KwaDukuza have 15 health care facilities each, Ndwedwe has 12 and Maphumulo 13. Hospitals are located in Ndwedwe (Montebello Hospital), Maphumulo (uMphumulo Hospital), Stanger Hospital and one private hospital in Ballito. The existing clinics and mobile clinic stops are associated with local service nodes. The hospitals within the District serve relatively large areas, this implies long travel distances for the people in the community.

3.8.3.1 EPIDEMIOLOGICAL (DISEASE) PROFILE



GRAPH 15: TEN LEADING CAUSES OF LIFE LOST IN ILEMBE

Tuberculosis (TB) continues to remain the single main cause of mortality in the district although the data shows that deaths due to TB have decreased. This can be attributed to early detection and treatment using the Gene expert testing. It is noteworthy that the Non Communicable Diseases such as cerebrovascular diseases, diabetes mellitus, hypertension, together, are responsible for about 20% of the deaths in the District therefore the District has to commit more resources with the intention to implement the National Strategic Plan for the prevention and control of NCDs. HIV is still a priority disease to be tackled, even though it is not the leading cause of death. People living with HIV increase the strain on health facilities. As reflected in the table below, the iLembe has the highest infection rate among the age group 15-49, in the Province.

DISTRICT MUNICIPALITY	%
ILembe	45.9
UMkhanyakude	44.1
UMgungundlovu	42.5
EThekwini	41.1
UThukela	40.0
UGu	39.9
King Cetshwayo	38.9
Zululand	38.1
Harry-Gwala (Sisonke)	36.6
UMzinyathi	35.7
Amajuba	32.8

TABLE 23 : HIV/AIDS PREVALENCE DISTRIBUTION BY DISTRICT AMONG 15-49 YEARS ANTENATAL WOMEN IN 2013.
SOURCE: NATIONAL ANTENATAL SENTINEL HIV PREVALENCE SURVEY SA (NDOH, 2014)

The overleaf map illustrates the number of Health Care facilitates within the iLembe District.

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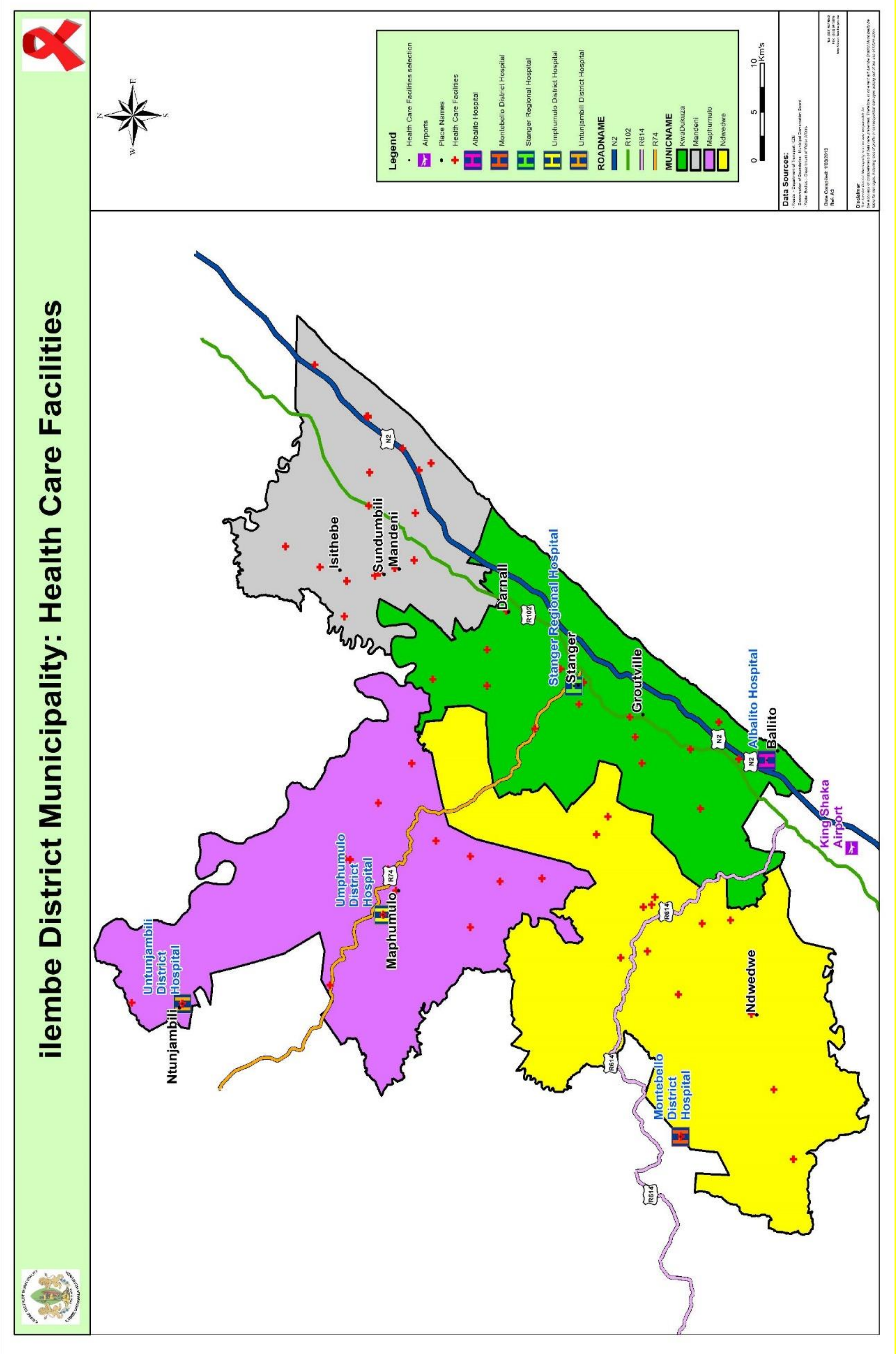


MAP 13:HEALTH CARE FACILITIES

3.8.4 SAFETY, SECURITY AND JUSTICE ISSUES

3.8.4.1 FIRE PROTECTION

At iLembe District, only KwaDukuza and Mandeni have established Firefighting services. KwaDukuza performs the function internally, whilst Mandeni have outsourced the Firefighting function to an external Service Provider. The current status quo is that there is no Firefighting service at a District level and this includes Maphumulo and Ndwedwe Local Municipalities. Although the District continue to implement other Firefighting interventions such as firefighting training and community awareness campaigns, there is a strong need to have a fully established Firefighting Service at a District Level. It is in this view that iLembe District has initiated a Draft Conceptual Document in addressing all firefighting issues within the District.

The draft conceptual document will ensure that there establishment of Firefighting service within the District (including Mandeni and Maphumulo), whilst ensuring that there is integration between Disaster Management and Fire Services. The document has detailed information on the resources required for establishment of a Fire Service and this includes financial implications thereof. The document has been developed in consultation with other District Municipalities and other stakeholders that are involved in firefighting services. The document has been presented to all internal and external stakeholders and will be included as disaster management input for future plans of iLembe District.

ILembe District continues to have strategic synergistic relationships with stakeholders such as COGTA and USA 911 Fund towards ensuring that firefighting capacity is enhanced throughout iLembe District. The district is also one of the stakeholders that are involved towards the establishment of the North Coast Fire Protection Association, as it is non-existent at this stage. One of the key stakeholders at this stage is Zululand Fire Protection Association who are sharing some of their best practices.

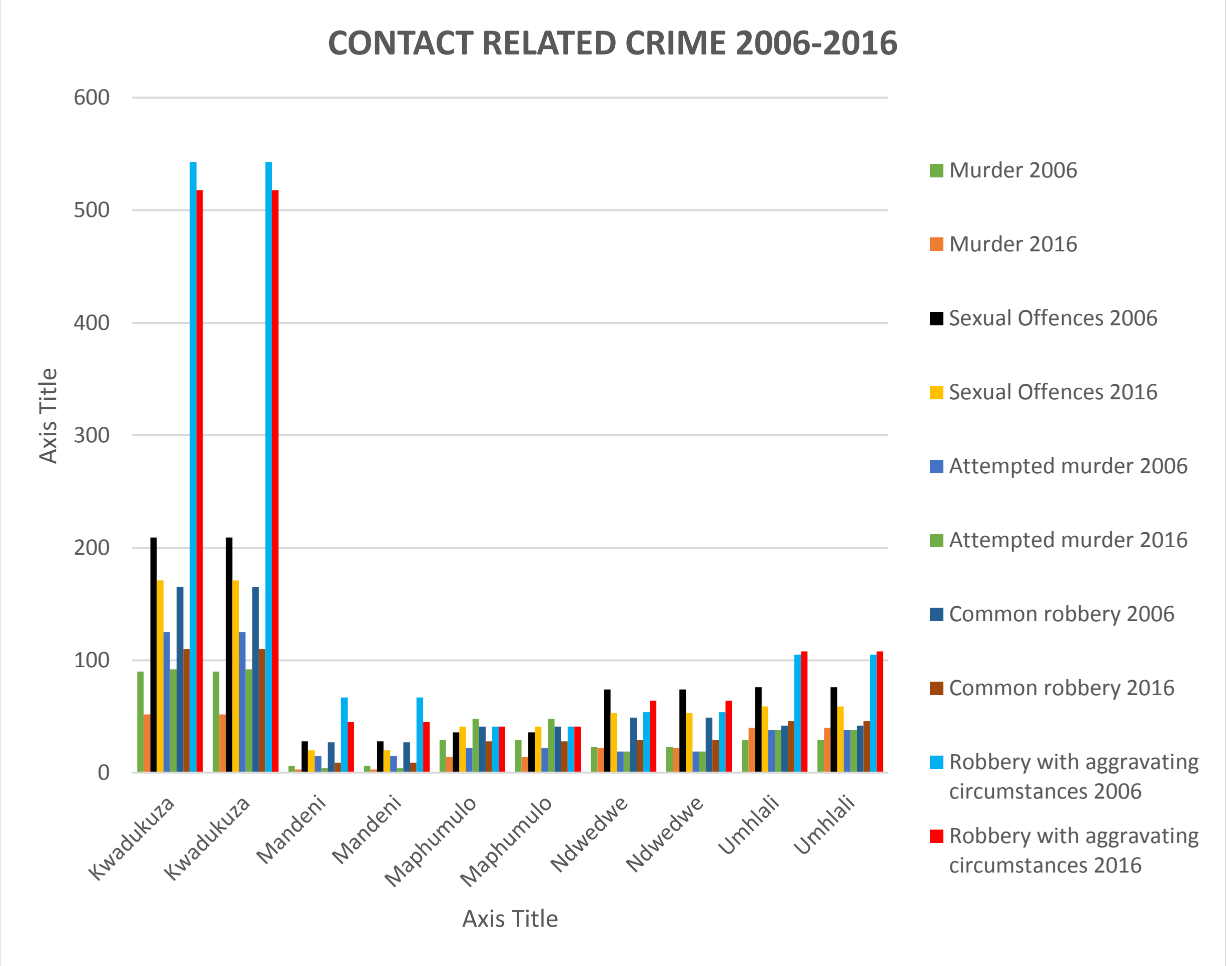
3.8.4.2 SOUTH AFRICA POLICE SERVICES (SAPS)

There are nine police stations situated in iLembe. The police stations have large areas and access is difficult for remote rural areas. The status quo has implications for vulnerability to criminal activity which adversely affects the quality of life in communities as well as economic development.

Municipal Area	Police stations
Mandeni	Sundumbili
	Nyoni
	Newark
KwaDukuza	KwaDukuza
	uMhlali
Ndwedwe	Ndwedwe
	Glendale
	Nsuze
Maphumulo	Maphumulo

TABLE 24: SAPS IN ILEMBE

According to the iLembe Citizen Satisfaction Survey, 2013, almost a third of respondents (29%) felt that community safety in the District was non-existent and just under a half (45%) of citizens in the survey were either satisfied or very dissatisfied with the community safety service they received.



GRAPH 16:SAPS CRIME STATS 2006-2016
SOURCE: CRIME STATISTICS SA

The above figure illustrates statistics on contact related crime from 2006 to 2016. In 2006 robbery with aggravated circumstances was the highest incidence and still remains. The trend shows an encouraging decline in incidents over the period2006-2016. Nevertheless, the crimes have been reducing over the period 2006-2016 in Mandeni municipal area. An increase in some types of crime such as residential burglary and drug-related crimes and driving under the influence of drugs and alcohol increased since 2009 was recorded. Municipalities therefore need to increase services to mitigate/ reduce these types of crime.

KwaDukuza have higher incidences of these crimes than other municipalities in the District because of more people moving to the municipal area, closer to services.

Dissatisfaction with community safety and policing in KwaDukuza is higher than in other local municipalities in the district. Whereas 21% of respondents from this municipality expressed satisfaction with this aspect, 40% expressed dissatisfaction according to the ILembe Citizen Satisfaction Survey (2013). Given the higher rates of crime in KwaDukuza in comparison to the other LMs in the District, it would seem that resources for population development need to be concentrated in this LM to address the needs of its growing population and the rise in social problems, including crime. The development of an additional police station in KwaDukuza should be considered. Other facilities and resources that need to be bolstered would include, increased social and community services targeting young people and the unemployed as well as increased policing.

3.8.5 NATION BUILDING & SOCIAL COHESION

Social cohesion is the degree of social integration and inclusion in communities and society at large, and the extent to which **mutual solidarity** finds expression among individuals and communities. In terms of this definition, a community or society is cohesive to the extent that the inequalities, exclusions and disparities based on ethnicity, gender, class, nationality, age, disability or any other distinctions which engender divisions distrust and conflict are reduced and/or eliminated in a planned and sustained manner. This, with community members and citizens as active participants, working together for the attainment of shared goals, designed and agreed upon to improve the living conditions for all.

Nation-building, on the other hand, is the process whereby a society with diverse origins, histories, languages, cultures and religions come together within the boundaries of a sovereign state with a unified constitutional and legal dispensation, a national public education system, an integrated national economy, shared symbols and values, as equals, to work towards eradicating the divisions and injustices of the past; to foster unity; and promote a countrywide conscious sense of being proudly South African, committed to the country and open to the continent and the world.

Social Cohesion was based on four key pillars i.e. diversity, inclusiveness, access and values" and that it was about celebrating diversity in an inclusive manner, working with common values and making sure that all have equal access to basic services, education, healthcare, justice and housing. In essence, the summit viewed social cohesion as being about ensuring that South Africans relate better to one another, be it as friends, neighbours, family, colleagues or even strangers". ILembe District Municipality as a government sphere that is closest to the citizens has a number of programmes that promote social cohesion and nation building. Such programmes include the SALGA Games programmes for the youth, the Golden Games for Senior Citizens of the district. In the area of sports development, the district also continues to assist various sporting confederations with transport, meals, attires and registration fees to partake in both local and International tournaments.

ILembe District Municipality, in promoting nation building and social cohesion of its citizenry, also supports cultural events such as the annual Umkhosi we Lembe, Eid, Diwali, Reed Dance, Indigenous Games to mention but a few. The various programmes that are being implemented for the vulnerable groups seek to contribute towards nation building and create social cohesion.

3.8.6 COMMUNITY DEVELOPMENT WITH PARTICULAR FOCUS ON VULNERABLE GROUPS

3.8.6.1 PROGRAMS FOR PEOPLE WITH DISABILITIES

Disability status	Communication	Hearing	Remembering / Concentrating	Seeing	Self Care	Walking or climbing stairs
Some difficulty	13212	18033	26643	49158	14649	18021
A lot of difficulty	3375	3465	7545	9618	3888	4770
Cannot do at all	3690	2142	4536	2148	10503	3381
Do not know	1449	906	1971	768	2244	1068
Cannot yet be determined	28413	26667	30042	27027	74568	27195
Unspecified	25944	23790	26277	23109	29025	24843
Not applicable	2247	2247	2247	2247	2247	2247

TABLE 25: PEOPLE WITH DISABILITIES
SOURCE: CENSUS 2011

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- **Sports Day for People with Disabilities**
  The annual District programme was held in July 2015. People with Disabilities participated in different sport codes. The speakers from the Department of Health presented on the importance of the healthy lifestyle.

- **Provincial Summit**
  The summit was held in March 2015 at Pietermaritzburg. The purpose of the Summit was to allow relevant stakeholders to present their plans on programmes for People with Disabilities and to assess progress on the implementation of the previous year's resolutions, review the employment quota of 2%. Monitoring mechanisms in place to ensure that all government departments achieve the 2% target by the end of December 2016

- **KZN Provincial and National Disability Parliament**
  The Provincial Disability Parliament for 2015 was held in Uthukela District. People living with Disabilities from iLembe District participated in the discussions which included Food Security, Education, Health and Security. The resolutions taken then forms part of the District Programmes to be implemented by the People with Disability Forums.

3.8.6.2 PROGRAMMES FOR WOMEN

- **Teenage Pregnancy Awareness Campaigns**
  A total of 23 iLembe District Schools were visited during the campaign led by the ILembe District Municipality in collaboration with Sector Departments such as: Health and Social Development. Whilst the issue of teenage pregnancy was the main topic, presentations also covered the issue of drug abuse, alcohol abuse and other social ills. The following schools were visited and over 10 000 learners were reached:

- Ndwedwe Local Municipality: Hloniphani, Mashiyamahle, Mabayana, Mshiyane
- Mandeni Local Municipality: Mgandeni, KwaVusumuzi, Ifalethu, Wangu, Nodlanga, Somshoko
- KwaDukuza Local Municipality: Lloyd, Aldernville, Shakaskraal, Nyakane
- Maphumulo Local Municipality: Kranskop, Ngcolosi, Khusana, Phakathwayo, Inkonjana, Isibanisezwe, Ukukhanyakwezwe, Mqunegebe, Lethuxolo

- **Take a girl child to work**
  30 Young girls were placed in all four Local Municipalities and the District offices during the Take a girl child to work campaign. They were mainly interested on the functionality of the Municipalities. Information on the role of administrators and politicians was clarified which seemed to be a confusion.

- **2015 Women's Parliament**
  The iLembe District hosted the 2015 Women's Parliament on the 14-15 August 2015 under Maphumulo Municipality. The purpose of the Women's Parliament is to develop programmes and policies that are responsive to the needs of women, the Office of the Premier annually convenes a parliament where female councillors get an opportunity to deliberate on issues that concern women and influence policies, programmes.

- **KZN Provincial Wonderbag Programme**
  The total of 70 women from all local municipalities participated in the training for the manufacturing of Wanderbag, an initiative of the Department of Economic Development, Tourism and Environmental Affairs and the Office of the Premier. The programme intended to assist in empowerment of women and the concomitant eradication of poverty in mainly in rural areas. Those who participated in the programme will then form groups in their local municipalities to continue with the manufacturing of Wonderbag in order to sustain the programme and job creation.

- **Siyaya Emhlangeni and Umkhosi WoMhlanga (Reed Dance)**
  ILembe District Municipality hosted the Siyaya Emhlangeni event which translates to "**we are going to the Reed dance**" as a preparatory event for the annual reed dance for the Zulu Maidens.

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This cultural event was held at KwaNgcedomhlophe Sport Grounds in Mandeni graced with dignitaries from the Zulu Monarchy, the event was attended by thousands of maidens from all four Local Municipalities of the iLembe District. This has become the annual programme for maidens. The District further supported attendance to the Reed dance by the Maidens from iLembe district.

3.8.6.3 PROGRAMMES FOR CHILDREN

- **Crime Awareness Campaign for Learners**
  The South African Police Services (SAPS) iLembe Cluster and iLembe District Municipality staged the Crime Awareness Campaign in May 2015 at Otimati School in Maphumulo where Women, boys and girls participated. This program is a result of reported crime cases in the District and so the program has become the annual programme visiting different Local Municipality's.

- **KZN Provincial Children's Day and Parliament**
  A total of 8 children from ILembe District Municipality were sponsored to participate in the 2015 Children's Parliament in celebration of the Provincial Children's Day. These children were from the four local municipalities of ILembe District. Two children further participated in the National Children's Parliament.

- **Cultural Day for Early Childhood Developments (ECDs)**
  The iLembe District hosted a Cultural Day for children in Creches. Children participated in the competition by displaying their culture.
- **Training for ECD Educators**
  The training for ECD educators was held in order to capacitate them on how to handle children with different challenges including illnesses such as HIV/AIDS. The Department of Health and Department of Social Development conducted the training.

3.8.6.4 PROGRAMS FOR SENIOR CITIZENS

- **Golden Games**
  The Golden Games is a sporting tournament that seeks to encourage senior citizens who are above the age of 60 years to participate in sport and live actively. The 120 senior citizens represented the District at the Provincial Golden Games held at King Cetshwayo District. The National Golden Games 32 senior citizens participated that was held in October 2015 at the North West Province.

- **Senior Citizen's Parliament**
  In its attempt to develop programmes and policies that are responsive to the need of the senior citizens, the Office of the Premier convened a parliament with senior citizens and a total of 4 delegates from iLembe district attended the parliament in uMkhanyakude District at Nhlwathi. Discussions were around issues that concerns lives for Senior Citizens.

- **Consultative with the President of the Republic:**
  Senior Citizens Forum Members attended the meeting with the President of the RSA at Nkandla on the 28th of December 2015. The aim for the meeting was for the President to interact with senior citizens on issues that concerns them and report back on the implementation of the resolutions that was discussed the previous year.

- **16 Days of Activism Campaign for No Violence against Women and Children**
  The 16 Days of Activism Campaign for No Violence against Women and Children has been decentralized to all the 11 Districts in the KZN. The Campaign started on the 25 of November to 10 December 2015. The iLembe District Launch was held on the 24th of November 2015 at Maphumulo Town Hall then followed by Local Municipal Campaigns under the banner of Sukuma Sakhe.

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3.8.7 SOCIAL DEVELOPMENT: SWOT ANALYSIS

STRENGTHS	WEAKNESSES
• **Dedicated office and Manager in place** • **Municipalities recognized as a central point for support.** • **Dedicated budget for Gender, Elderly, People with Disabilities and children** • **Established District and Local Forums for Special Projects**	• **Insufficient budget of special projects.** • **No dedicated focal persons for special projects in LM's** • **Effective coordination & quality management on key programs not effective (district is too wide each program need a dedicated person** • **Human resource limitations especially in LM's**
OPPORTUNITIES	THREATS
• Stable climate conditions • Located within 10km radius of Dube Trade port • Untapped heritage market • Employment opportunities of Disabled people.	• High TB infection • Long queues in pay points • Suitable housing for Elderly and Disabilities • Low number of disabled employed • Increasing a number of raped elderly & children • Shortage of elderly centres/lunch club • Increasing number of Child headed family • Unfunded centre's for elderly & children • Inadequate and aging infrastructure • High HIV infection • Limited participation in development • Environmental degradation

TABLE 26:SOCIAL DEVELOPMENT SWOT

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3.9 MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT ANALYSIS

3.9.1 CAPITAL PROJECTS

The table below indicates capital expenditure over the last three financial years:

Capital Projects	2013/14 R298 711 000	2014/15 R352 453 000	2015/16 R500 378 255
	93% R298 711 000	95% R352 453 000	109% R500 378 255

TABLE 27: CAPITAL EXPENDITURE IN 3 YEARS

3.9.1.1 INDIGENT SUPPORT

Since 1994 the South African government has introduced numerous laws, policies and strategies to improve the socio-economic conditions of poor households in South Africa. At the national level there is social assistance in the form of cash grants that target different groups e.g. children, foster children, people with disabilities, older persons and the unemployed. These social grants have been very successful, contributing in large part to combating absolute poverty in the country.

There is also another system that operates at the local government level, relating to the provision of benefits in kind in respect of basic municipal services e.g. water, sanitation, electricity, and refuse removal known as indigent support. The iLembe District Municipality has an Indigent Policy in place; the indigent support entails:

- Provision of "free basic" sewer services
- Wavering of debt on first time applicants
- Provision of "free basic" water up to 10 kilolitres.

The household income beneficiary threshold qualification for indigent support is R 3 500 per household. The register of Indigent consumers is being updated monthly and is limited to consumers who have made application and have been approved. However some consumers have not applied even though they qualify for the Indigent Programme. This is mostly due to a lack of knowledge about the programme. In most areas of the District the Revenue Section has a Revenue Desk where consumers are advised of relief programmes available to them and how to access them.

As at 31 December 2016 of the total of 51 625 (2015: 48 513) consumers, 1 977 (2015: 2 516) were registered as indigent with a book debt of R 2 519 150 (2015: R1 891 577).

3.9.1.2 REVENUE PROTECTION AND ENHANCEMENT STRATEGIES

Revenue protection and enhancement is key to the sustainability and performance of municipalities. The low rate of collection of revenue continues to undermine the ability of municipalities to deliver services to communities. It is against this background that the district has a Revenue Enhancement Strategy that focuses on ensuring validity, accuracy, completeness and collection of revenue raised on already identified revenue sources as well as exploring other revenue streams. A debt collection strategy is also in place which focusses on customer care and vigorous indigent outreach programmes and putting systems in place and implementing those systems to ensure that whatever monies owed to the municipality is timeously received.

3.9.1.3 MUNICIPAL CONSUMER DEBT POSITION

Total debtors book as at **31 December 2016** before write-offs was R 231 177 615 (2015: R 233 375 804) and debtors with credit balances of R 7 236 456 (2015: R 4 298 986). Total write-off was as follows:

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Indigent write offs as at 31 December 2016 R 1 967 638.

The revenue collection rate as at 31 December 2016 was 70% (2015: 55%).

3.9.1.4 GRANTS & SUBSIDIES

The unspent grants balance as at 30 June 2016 was R 4 487 482 versus cash and cash equivalents of R 35 916 287 and R 9 767 522 for the 2014/2015 financial year versus cash available of R 31 863 096. All unspent conditional grants were cash backed.

3.9.1.5 CURRENT & PLANNED BORROWINGS

The municipality currently has the following borrowings arrangement with the respective banking institutions:

Institution	Principal Debt	Current Loan Balance as at 30 June 2016	Expiry Date
DBSA	R77 267 500.00	R54 611 487	2025
ABSA	R30 000 000.00	R30 000 000	2025

TABLE 28:BORROWING ARRANGEMENTS WITH BANKS

The ABSA Loan is only redeemable at the expiry of term loan and is secured by a Zero Coupon Investment held with ABSA which is currently valued at R 24 419 710. There is currently no plan in place to secure further borrowings.

3.9.2 SUPPLY CHAIN MANAGEMENT (SCM)

The Municipality has a Supply Chain Management Unit that is fully functional and established within the Finance Department. All SCM activities are performed in line with Chapter 11 of the MFMA (No. 56 of 2003), PPPFA (No. 5 of 2000) and its 2011 B-BBEE Regulations, the Municipal SCM Regulations and the SCM Policy. The Unit has all four elements of the SCM Unit, namely, demand, acquisition, logistics and disposal management.

3.9.3 IMPLEMENTATION OF THE TREASURY'S CENTRAL SUPPLIER DATABASE (CSD)

Prospective suppliers or service providers wishing to do business with the council are required to be registered on Treasury's Central Supplier Database (CSD). This requirement came into effect on the 1st of July 2016. This system is integrated with the SARS, Government's payroll system etc. Prospective providers of goods or services can now submit a SARS Unique PIN instead of submitting a valid and original Tax Clearance Certificate each time they are bidding for projects.

3.9.4 REVISED B-BBEE REGULATIONS (2017)

The current SCM Policy is being reviewed to incorporate the recent amendment of the B-BBEE Regulations coming into effect on the 1st of April 2017 to address the issue of set asides and radical economic transformation. This includes subcontracting of the portion of the project scope to local emerging entities owned by persons from the historically disadvantaged groups.

3.9.4 EMERGING CONTRACTORS' WORKSHOP

The Municipality on an annual basis, holds an emerging contractors/suppliers workshop with the aim of assisting local and emerging companies to successfully participate in the Council's SCM systems. This initiative was introduced after it was established that most entities had limited understanding of the SCM processes, resulting in them being disqualified during the process and subsequently lodging unsubstantiated objections/appeals which they lose in turn. This session seeks to empower them with knowledge on compliance matters to enable them to participate successfully in the municipality's procurement processes. Amongst external stakeholders that participate in this are; the KZN Provincial Treasury, KZN Department of Economic Development and Tourism, SMME's, CIDB, SARS, KZN Treasury: Municipal Bid Appeals tribunal (Objections) and Department of Public Works (EPWP Programme).

3.9.5 DEMAND AND ACQUISITION MANAGEMENT

Quotations for transactions below R 30,000 are solicited from entities listed on the Treasury's Central Supplier Database (CSD) according to their areas of specialization/commodities and business location. All procurement requests exceeding R30 000 up to R200, 000 are advertised on the municipal website and notice boards for at least seven (7) days. Transactions above R200 000 are processed in terms of the competitive bidding process.

The Annual Procurement Plan and Procurement Timetable is in place. These tools play a vital role in the competitive bidding process by ensuring the timeous finalization of the procurement processes including appointment of bidders within the anticipated timelines. This ensures a proactive approach towards the timeous implementation of projects thereby ensuring the achievement of the service delivery targets. All role-players need to comply with the set procurement timeframes and avoid unnecessary delays in the procurement processes.

The annual procurement plan includes capital and recurrent operational projects across the Municipality which in terms of their transactional value, are expected to exceed a minimum threshold for going out to tender and those that are often demanded under urgent or emergency cases. To curb the issue of unjustifiable deviations from the normal processes, irregular, fruitless and wasteful expenditure, the Municipality has established panels of service providers. We have been very successful in this regard since most of the services that were often requested under emergency cases are now rendered by service providers on a panel. This has assisted in ensuring that the SCM Unit eliminates all issues of non-compliance with the SCM Policy and has for three consecutive years not had a single audit finding in the AG report.

Furthermore a procurement time table is prepared in consultation with project managers in order to track stages and progress on the procurement processes taking into account key role players. As part of forward planning and improving turnaround time on the finalisation of bids, all user departments are required to submit annual procurement plans. This document shows procurement timelines and project implementation dates. There is also a procurement timetable in place which tracks timeframes on processing of bids by various role-players in the competitive bidding process.

There are significant improvements on the functioning of the SCM Unit including compliance with the applicable SCM Regulations, this can be witnessed by the clean audit opinion by the Office of the Auditor General with no audit findings on SCM.

Late finalization of bids and baseless objections/appeals remain a challenge and have a negative impact on service delivery. The municipality now refers unresolved objections and appeals to the KZN Provincial Treasury Bids Tribunal.

The following are some of the challenges faced by the SCM Unit:

- Non-compliance with the procurement timetable by the various role players involved in the competitive bidding processes;

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- Late finalization of bids;
- Baseless objections and appeals lodged by unsuccessful bidders resulting in delays in project implementation, and;
- Non-adherence to inventory management procedures due to staff capacity and competence levels.

For capital projects from Technical Services, the involvement of Consultants has been eliminated and the technical assessment of bids is now done in-house. However, capacity is still an issue but there are improvements on the quality of the reports and evaluation process. The SCM Policy is currently being reviewed to limit a number of projects that can be awarded to one bidder so as to minimise the risk.

3.9.6 LOGISTICS MANAGEMENT

The Municipality has its main stores warehouse at KwaDukuza and satellite stores in Mandeni, Ndwedwe and Maphumulo. All stores material are received at KwaDukuza Stores and issued to satellite stores as the need arises. Materials that are required for KwaDukuza area are issued directly to plumbers and contractors from the main store.

Currently only the Main Stores is operating on an on-line system, whilst the Satellite stores are still on a manual system.

The KwaDukuza Main Store and Mandeni Satellite Stores Building require refurbishment, a matter which is being handled by the Corporate Services Department. Additional storage space is required for the safekeeping of stock.

3.9.7 CONTRACTS AWARDED IN THE PREVIOUS FINANCIAL YEAR

PROJECT DESCRIPTION	NAME OF SUCCESFUL BIDDER	AMOUNT
Gledhow Sewer Pump Station In Kwadukuza	Big O Engineering	R 8,567,711.37
CONSTRUCTION Of A 2,5ML MGIGIMBE RESERVOIR AND MBONISWENI PUMP STATION	RGZ PROJECTS	R 9,227,169.60
Replacement Of Pipeline Between Reservoir B And Amanda Reservoir	Mamis Construction	R 5,243,413.71
CONSTRUTION OF A 250mm DIA 390m LONG, 315mm DIA 720m LONG AND 355mm DIA 380m LONG CLASS 34 SEWER PIPELINES AT GLEDHOW	SBT CIVILS	R 9,227,169.60
Provision Of Short Term Insurance Service To The Municipality Over A Three Year Period	Indwe Risk Services	AS PER ACCEPTED RATES PROVIDED IN THE PROPOSAL DOCUMENT
Construction Of A 355mm Diameter X 8km Long Pipelines, 500mm Diameter, 3.3km Long Pipelines, 5ml St Christopher Reservoir And 2, 5 Ml Nyathikazi Reservoir Near Darnal	ICON CONSTRUCTION	R 59,545,734.84
Construction Of Macambini Water Supply Scheme Phase 9b Borehole Pumps Installation, 65 Kl Elevated Tank And Reticulation At Mbizimbelwe Area	Afrostructures (Pty) Ltd	R 4,747,000.00
Construction Of A Community Water Reticulation Including Yard Tap Connections (Balcombe/ Kwasizabantu)	Deezlo Trading Cc	R 2,579,587.03
Construction Of Two Reinforced Reservoirs And Reticulation Network	Zamisanani Projects	R 6,669,809.40
Construction Of Bulk Mains, Rc Reservoirs & Community Water Reticulation Including Yard Taps	Afrostructures (Pty) Ltd	R 21,041,000.00

Construction Of Community Water Reticulation Including Yard Taps	Hidrotech Infra (Pty) Ltd	R	8,831,976.72
Construction Of A Bulk Pipeline, Pump Station, Reservoir And Reticulation Including Yard Taps	Bosch Munitech (Pty) Ltd	R	19,445,543.50
Construction Of 355 Dia X 2670m Mpvc Pipeline And 10ml Reservoir @ Royal Palm Estate	R & B Pipeline Contractors	R	27,272,023.10
Construction Of 500 Dia X 2600m Mpvc Pipeline And 5ml Reservoir @ Siyaphambili	R & B Pipeline Contractors	R	27,046,623.62
Construction Of 500 Dia X 2800m Long Mpvc Pipeline, Pumpstation No 1 And Reservoir @ Lindelani	Just Right Trading	R	40,593,821.32
Construction Of Bulk Pipelines, Reservoirs And Reticulation Including Yard Taps (Ngcebo/Kwadukuza RWSS Zone H)	Akwande Civils	R	25,500,375.00
Construction Of 250mm Dia Rising Main To Mgigimbe Town	Mami's Construction	R	4,638,336.08
Construction Of 2.5 Ml Reservoir At Driefontein	Mami's Construction	R	15,662,507.65
Construction Of 5 Ml Reservoir At Nonoti	Afrostructures Pty LTD	R	19,211,684.45
Construction Of 315mm Dia Rising Main To Sithole (Ntwashini) And A 5 Ml Reservoir	Afrostructures Pty LTD	R	24,548,481.56
Construction Of Bulk Pipelines, Reservoirs And Reticulation Including Yard Taps (Ngcebo/Kwadukuza RWSS Zone F,L,M & AO)	Lihlenathi Base Major Jv	R	66,000,710.63
Construction Of 600DIA Opvc X 3460 Long Of Bulk Pipelines From Fawsley Park Reservoir At Kwadukuza	Hidrotech Infra	R	35,926,412.31
Construction Of Bulk Pipelines, Reservoirs And Reticulation Including Yard Taps (Balcome/Kwasizabantu) RWSS Zone I & J)	Lihlenathi Base/ Major Jv	R	28,529,281.24
Construction Of Bulk Pipelines, Reservoirs And Reticulation Including Yard Taps (Balcome/Kwasizabantu RWSS Zone D)	Akwande Civils	R	16,500,334.94
Construction Of 630 Dia Opvc X 6830m Long Of Bulk Pipelines From From Fawsley Park To High Ridge	HT Civils	R	36,345,025.85
Construction Of 400 Dia Opvc X 6830m Long Of Bulk Pipelines From Kearsney To Shakaville	Hidrotech Infra	R	59,807,535.30
The Contrsuction Of A Sewer Main From Njekane To Kwadukuza	HT Civils	R	8,256,634.91
CONSTRUCTION OF 630 OD HDPE PIPELINE X 3.3 KM LONG FROM RESERVOIR A TO MANDENI PUMP STATION	MIS PIPELINE	R	39,189,400.04
A/C Replacement Newtown, Cbd And Townview	R & B Pipeline Contractors	R	17,060,532.20
Implementation Of The Office Automation Solution To The Municipality Over A Three Year Period	Capital Office Automation	R	4,458,788.77
Asset Barcode And Scanning Reconciliation System	Ngubane & Co	R	348,182.17
Ict Infrastructure And Regisrty Office Upgrade	Eoh Mthombo	R	2,074,753.95
Supply And Delivery Of New 4x4 Backhole Tlb Plus Optional Extras	Babcock International Group	R	1,361,316.82
		R	**623,193,413.40**

TABLE 50: CONTRACTS AWARDED IN THE PREVIOUS FINANCIAL YEAR

3.9.8 FINANCIAL VIABILITY AND MANAGEMENT: SWOT ANALYSIS

The SWOT analysis gives context to the entire 5 Year Plan as seen in the table below:

STRENGTHS	**WEAKNESSES**
• Strong and influential financial policies, procedures and practices as evidenced by inputs to MFMA Circular 68, 71 and Compilation of AFS guide from NT • GRAP Compliant AFS • Strong and capable management (Core functions performed internally) • Unified management • Strong balance sheet • GRAP and MFMA Compliant Budgets • Clean audit for the 2013/2014 financial year and Unqualified audit opinion with other matters for the past 4 consecutive years • Intelligent meter project rollout	• Low revenue and debt collection rate. • Grant dependency • Misalignment of indigent registers. • Inadequately capacitated Junior Staff • Ineffective implementation and monitoring of internal controls • Poor customer service • Vulnerable liquidity position • Lack of automated system to implement policies and processes • Low liquidity ratio • Performance Management System not cascaded to lower level staff
OPPURTUNITIES	**THREATS**
• **Expanding our revenue base e.g. provision of bulk electricity and providing services to the affluent areas** • **Participation in strategic national networking symposiums**	• High unemployment rate • Culture of non-payments by consumers • Skills attraction and retention due to low remuneration rate.

TABLE 51: FINANCIAL SWOT

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3.10 GOOD GOVERNANCE ANALYSIS

3.10.1NATIONAL AND PROVINCIAL PROGRAMMES

The figure illustrates the Batho Pele Principles that iLembe Municipality's administrative and political structures strive to achieve when delivering services to the people:

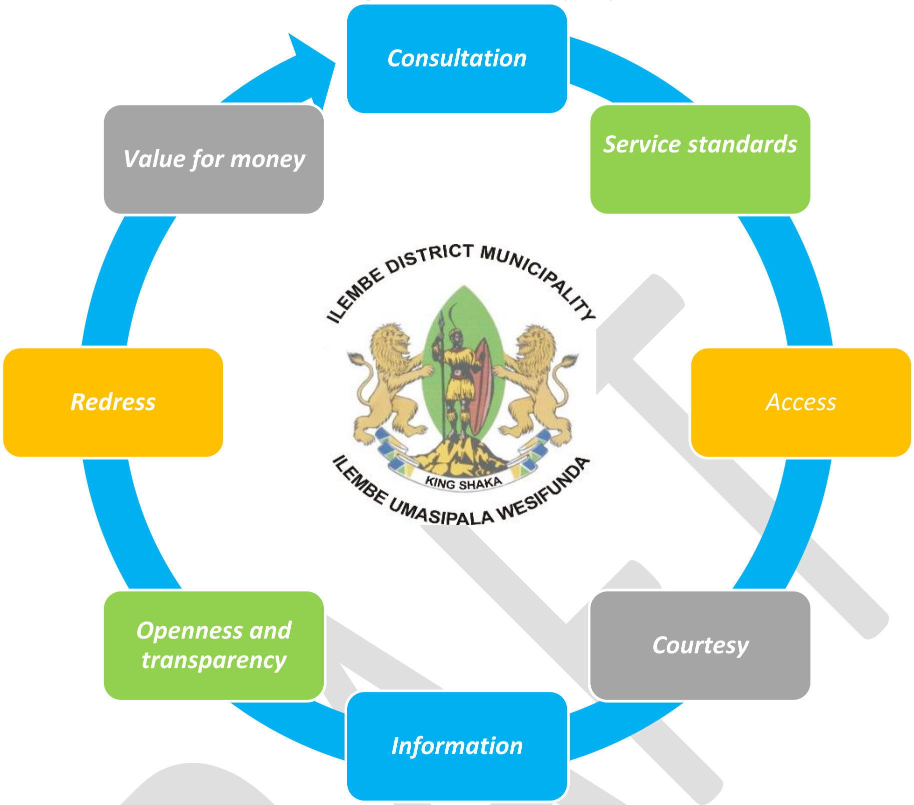

FIGURE 12: BATHO PELE PRINCIPLES

3.10.2 OPERATION SUKUMA SAKHE (OSS)

In April 2011, the KZN War on Poverty flagship programme was re-launched in KwaZulu-Natal Province as Operation Sukuma Sakhe (OSS) with the following top five (5) priorities:

- Rural development/agrarian reform and food security
- Creating decent work and economic growth
- Fighting crime
- Education
- Health

ILembe District Municipality has established a total of 74 war rooms to date, a total of 19 houses have been built and various interventions done to achieve the set OSS objectives. OSS encourages the coordination of comprehensive services of different service providers such as Government Departments, State-Owned Enterprises and Civil Society as it views the delivery of anti-poverty programmes as a collective responsibility.

The OSS services are divided into three priority levels; immediate (non-negotiable services which must be resolved within 90 days); medium (which must be resolved within 91 to 180 days) and long-term (longer than 180 days.

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3.10.3 OSS CHALLENGES

- Some of the War Rooms are dysfunctional due to poor attendance of Sector Departments which leads to the cancellation of scheduled meetings.
- Lack of cooperation from officials.
- Financial constraints in Sector Departments which leads to interventions not being implemented.
- War Rooms Champions do not attend War Rooms
- No physical structure for OSS activities
- Due to the topography and vastness of the wards in some instances does not allow the ward committee members to visit War Rooms.

3.10.4 OSS ACHIEVEMENTS

- War rooms has been established in all wards.
- Political leaders have clear understanding on how OSS ooperate and are championing all war rooms
- Local Municipalities are implementing OSS programmes i.e. HIV/AIDS and poverty alleviation.
- The DTT is fully functional with annual programmes are being implemented in all wards
- Sector Departments are represented at the District Task Team of the OSS.
- Civil Society programmes have been aligned to OSS programmes
- Field workers have been appointed to conduct profiling in War Rooms however not all wards have field workers.
- OSS empowerment programmess have been rollout to the community with different life skills.
- Public Service Volunteer week is annually implemented in all wards.

The District Municipality is striving to ensure that all the war rooms are functional and address the issues affecting the communities.

3.10.5 HIV AND AIDS PROGRAMMES

The link between poverty and HIV/Aids has long been established. Central to the implementation of Operation Sukuma Sakhe in KZN and iLembe District Municipality therefore is the issue of HIV / Aids prevalence.

The District remains one with high number of people affected by HIV Aids and TB. Institutionally and at local levels, there are Community Care Givers (CCGs) who at ward level deal with all the issues pertaining to mandate of the Department of health with HIV / Ids being one of them. The CCGs then report to the Ward Aids Committees, which in turn report to the Local Aids Committee and the District aids committee that is chaired by the District Mayor. The District Aids Committee sit quarterly to deliberate on the reports that are coming from the WACs , LACs and report to the Provincial Council on Aids. A number of awareness campaigns have been rolled out informed by the data that is obtained through household profiling, the Local Aids Committees and the Sector Departments. The HIV/AIDs programmes cover awareness campaigns, treatment and care as well as condom distribution and the promotion of Medical Male Circumcision (MMC). The "My Life my Future Campaign" that targets learners and all other programmes that are targeted at school going children always entail the issue of HIV/Aids.

3.10.6 INTERGOVERNMENTAL RELATIONS (IGR)

Intergovernmental Relations (IGR) as provided by the Intergovernmental Relations Framework Act, 2005 stands for ensuring a cooperative and coordinated service delivery within all three spheres of government (National, Provincial and Local government). To ensure specialty and functionality of IGR, the District, as guided by the IGR Act has the following structures classified according to functions and authority as depicted below.

3.10.7 DISTRICT INTERGOVERNMENTAL STRUCTURES

IGR in the IDM was initially introduced in 2006 and has since developed fully. There is coordination in the functions of the District family of municipalities. It has provided a platform for the District municipalities to plan and synchronize all the programmes and projects that are inter-reliant as provided by the IDPs. There are 11 IGR structures in the District as illustrated in the table below. These structures are made up of relevant stakeholders from all three spheres of government, government agencies, private entities and Amakhosi.

No.	Name Of The Forum	Chairperson	Frequency
1	DIF - District Intergovernmental Forum (MAYORS')	District Mayor	Quarterly
2	TSF - Technical Support Forum (MMs')	Municipal Manager of ILembe District Municipality	Monthly
3	3 DAFF - District Area Financial Forum (CFOs)	Municipal Manager of Ndwedwe local Municipality	Quarterly
4	District Government IT Officers Committee (DGITOC)	Municipal Manager of ILembe District Municipality	Quarterly
5	Disaster Management Advisory Forum (DMAC)	Municipal Manager of KwaDukuza Local Municipality	Quarterly
6	Performance Management System Forum (PMSF)	Municipal Manager of Mandeni Local Municipality	Quarterly
7	Local Economic Development Forum (LEDF)	Municipal Manager of Mandeni Local Municipality	Bi-Monthly
8	District Communicators Forum (DCF)	Municipal Manager of Ndwedwe Local Municipality	Monthly
9	Planning Development Forum (PDF)	Municipal Manager of Mandeni Local Municipality	Monthly
10	Infrastructure Forum (IF)	Municipal Manager of KwaDukuza Local Municipality	Monthly
11	District Corporate Services Forum (DCSF)	Municipal Manager of Maphumulo Local Municipality	Quarterly
12	Internal Auditors' Forum (IAF)	Municipal Manager of Maphumulo Local Municipality	Quarterly
13	District Speakers' Forum	District Speaker	Quarterly

TABLE 52 :DISTRICT IGR STRUCTURES

All Municipalities are represented to ensure that all resolutions taken are implemented respectively. Furthermore the District plays a coordinating role at the request of the Local Municipalities to source assistance and interventions to mitigate challenges experienced. Municipal functioning, challenges and best practices are discussed at technical sub-fora and escalated to the Technical Support Forum which is made up of Municipal Managers and the Chairpersons of technical sub-fora.

Once the Technical Support Forum has discussed the reports from the sub-fora a consolidated report with recommendations and/or resolutions is then escalated to the District Intergovernmental Forum for further consideration.

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3.10.8 MUNICIPAL STRUCTURES

3.10.1.8.1 WARD COMMITTEES

ILembe District has *740* ward committee members in the district which are largely functional. Within the context of the preparation of this IDP process the main roles and responsibilities allocated to each of the internal and external role-players are set out in the following table:

ROLE-PLAYER	ROLES AND RESPONSIBILITIES
IDP Rep Forum/Civil Society	• This forum will represent all stakeholders as follows: - Representing the interest of the municipality's constituency in the IDP process; - Providing an organisational mechanism for discussion, negotiation and decision making between the stakeholders inclusive of municipal government; - Ensuring communication between all the stakeholder; - Efforts are continuously made to bring additional organisations into the Representative Forum and to ensure their continued participation throughout the process. - Monitoring the performance of the planning and implementation process. - The representative forum will meet as indicated in the IDP review 2013/2014 Action Plan Programme.
IDP Steering Committee	• Council established a Steering Committee/MANCO which supports the Municipal Manager, the IDP Manager and the Budget Office. - Provides terms of reference for the various planning activities. - Commissions research studies. - Considers and comments on: - Inputs from sub-committee/s, study teams and consultants. - Inputs from provincial sector departments and support providers. - Processes, summarises and document outputs. - Makes content recommendations. - Prepares, facilitates and documents meetings. IDP Steering Committee/MANCO and EXCO meetings are held to facilitate reporting on progress with regard to the IDP process. - Assist and support the Municipal/IDP Manager and Representative Forum. - Information "GAP" identification - Oversee the alignment of the planning process internally with those of the local municipality areas.
Government Departments	Engage with Provincial and National sector departments for alignment of programmes with Municipal plans
Councillors, Traditional Councils and Ward Committees etc.	• Linking the IDP process with their constituencies • Organising the public participation meetings/Road Shows • Dissemination of Information to communities
Council	• Final decision making • Approval of the reviewed IDP documentation

TABLE 29: IDP STRUCTURES

3.10.1.8.2 IDP REPRESENTATIVE FORUM

The IDP Representative Forum meetings are convened once every quarter were public representatives and sector departments are invited, this platform is crucial to ensure stakeholder participation and alignment in the IDP process takes place. In addition, broader public engagements are held with the communities of the respective local municipalities.

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The IDP Public Participation meetings were held October/November 2015, details are as follows:

DATE	TIME	MUNICIPALITY	VENUE	WARDS NOS.
08 November 2016, Tuesday	10h00	Ndwedwe	Qinisani Sports Ground	1,3,7 and 8
8 November 2016,Tuesday	13h00	Mandeni LM	Sikhonyane tribal Court	6
08 November 2016, Tuesday	10h00	KwaDukuza LM	Sonkombo Sports Ground	1,2,3,25 and 27
09 November 2015, Wednesday	10h00 13h00	Mandeni LM	Gcwala'ngonyama School TBC	10, 12
10 November 2016,Thursday	10h00	Ndwedwe LM	Deda Sport Field	2,4,5, 6
10 November 2016,Thursday	13h00	Mandeni LM	Sikhuthele School	2
11 November 2016,Friday	10h00	KwaDukuza LM	eThembeni Sports Ground	9,10,11,12,29
15 November 2016,Tuesday	10h00	Ndwedwe LM	Ozwathini Sport Field	9,10,11,12
15 November 2016 , Tuesday	10h00	KwaDukuza LM	Nkobongo Community Hall	7,8,20,23,28
17 November 2016,Thursday	10h00	Ndwedwe LM	L Sport Field	13,14,15
18 November 2016,Friday	10h00	KwaDukuza LM	Shakas Head Community Hall	4,6,21,22
22 November 2016,Tuesday	10h00	Ndwedwe LM	Mbuyeni Sport Field	16,17,18,19
22 November 2016,Tuesday	13h00	Mandeni LM	Chili Sports field	8
22 November 2016,Tuesday	18h00	KwaDukuza LM	KwaDukuza Town Hall	5,13,18,16,17,19
23 November 2016, Wednesday	13h00	Mandeni LM	Multi-purpose centre	9
24 November 2016,Thurdsday	13h00	Mandeni LM	Sibusisiwe hall	7
30 November 2016,Wednesday	10h00 13h00	Mandeni LM	Manqakazi Hall Mangethe Hal	1 03
5 December 2016	10h00	Maphumulo LM	POYINANDI	**1,2,3**
6 December 2016,Tuesday	11h00	Mandeni LM	Sibusisiwe Hall	IDP Rep Forum
6 December 2016	10h00	Maphumulo LM	SAKHISIZWE	7,8 , 11
7 December 2016	10h00	Maphumulo LM	MASIPHILE	5,6,11
8 December 2016	10h00	Maphumulo LM	NDWENDWEMBILI	4,8,9,10,11

TABLE 30 : COMMUNITY PARTICIPATION MEETINGS

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3.10.1.9 OVERSIGHT COMMITTEES

To assist in performing the Oversight Role, the iLembe District Municipality has also established the following committees.

3.10.1.9.1 A MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC)

The committee consists of 6 councillors of the municipality, who are not members of the executive committee. The chairperson of the committee is appointed by the council from an opposition party on the council. The functions of the committee include the examination of the annual report of the council and the development of the annual oversight report based on the annual report. The annual oversight report is published separately from the annual report.

3.10.1.9.2 THE AUDIT COMMITTEE

The Committee has been set up in accordance with section 166 of the Municipal Finance Management Act, no. 56 of 2003 (Chapter 14, Section 166) and operates within the terms of the Audit Committee Charter approved by the Council of the iLembe District Municipality. The ILembe District Municipality has a functioning Audit Committee. The Audit Committee comprises of 5 independent, external members and is required to meet at least 4 times per annum as per the Audit Committee Charter and submits reports to EXCO and Council twice a year. Additional meetings are called for as the need arises. The in accordance with of the MFMA and operates within the terms of the Audit Committee Charter approved by the Council of ILembe District Municipality.

3.10.1.9.3 INTERNAL AUDIT UNIT

The iLembe District Municipality has a functioning in-house Internal Audit Unit. It comprises of 5 employees i.e. Manager: Internal Audit, Audit Supervisor and 2 Internal Auditors. The Internal Audit Unit reports to the Municipal Manager administratively and to the Audit Committee functionally. The Internal Audit Unit has been set up in accordance with section 165 of the MFMA. Internal Audit independently reviews the risks and systems of internal control implemented by management.
It conducts its work with its internal audit plan, which is agreed with and approved by the Audit Committee at the start of the financial year.

3.10.1.9.4 MUNICIPAL BID COMMITTEES

The Committees have been set up and are functioning. The supply chain activities are performed in line with the provisions of the Municipal Supply Chain Management Policy, Municipal Finance Management Act (No.56 of 2003), Preferential Procurement Policy Framework Act and its 2011 B-BBEE Regulations.

3.10.1.10 STATUS OF MUNICIPAL POLICIES

The iLembe District Municipality IDP requires the formulation of various Sector Plans. These Sector Plans form an integral part of the IDP and are the tools used to guide in the implementation of the IDP. They also provide the necessary framework for determining where and how funds must be allocated and spent to obtain maximum benefit for ILembe's communities and residents. Based on the powers, functions and responsibilities of the ILembe District Municipality, the plans, policies and strategies form part of the ILembe IDP as follows:

NO.	SECTOR PLAN	COMPLETED (Y/N)	ADOPTED (Y/N)	DATE
1	Integrated Environmental Programme	Y	Y	2006
2	Cemetery and Crematorium Plan	Y	Y	2007
3	Public Transport Plan	Y	Y	2007
4	Gender Equity Plan	Y	Y	2007
5	Local Economic Development Strategy	Y	Y	2015
6	Employment Equity Plan	Y	Y	2009
7	Risk Management Policy and Framework	Y	Y	2012
8	Water Services Master Plan	Y	Y	2008
9	Water Supply and Sanitation Services Implementation Plan	Y	Y	2009
10	Water Services Delivery Plan	Y	Y	2012
11	Spatial Development Framework	Y	Y	2016
12	Strategic Environmental Atlas	Y	Y	2010
13	Transport Infrastructure Plan	Y	Y	2010
14	ILembe Spatial Economic Development Strategy (ISEDS)	Y	Y	2012
15	Disaster Risk Management Plan	Y	Y	2015
16	ILembe Regional Spatial Development (IRSDP)	Y	Y	2014
17	Environmental Management Framework (EMF)	Y	Y	2014
18	ICT Strategy	Y	Y	2015
19	Disaster Management Plan	Y	Y	2015
20	District Growth and Development Plan	Y	Y	2016

TABLE 31: ADOPTED MUNICIPAL POLICIES

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3.10.1.11 MUNICIPAL RISK MANAGEMENT

The MFMA S62 (i) (c) requires a municipality to have and maintain an effective, efficient and transparent system of risk management. The municipality endeavours to minimise risk by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints. Responsibility for the risk management resides mostly with line management in all departments however every employee is responsible for risk management.

Risk Assessment workshops with management was conducted with an aim of ensuring that management understand the importance of managing risks for the benefit of the Municipality. The Municipality has put in place mechanisms to identify and assess risks and developed specific mitigating strategies, plans or actions should the need arise; and we also record, monitor and review risks continuously.

The Executive Committee has adopted a Risk Management Policy and Framework that enables management to proactively identify and respond appropriately to all significant risks that could impact on municipal objectives.

The Municipality has the Risk Management Committee which is made of the Municipal Manager, Head of Departments and it is chaired by the independent external member. Internal Audit Manager,

Enterprise Risk Manager and Manager Legal has a standing invitation. The committee meets quarterly and is functioning. The committee's role is to guide the development and implementation of Risk Management and to review and monitor ERM processes and outputs regularly. The committee brings serious risks to the senior manager's attention, which contributes to a more informed decision-making process.

The top 5 strategic residual risks facing the municipality are as follows:

- Financial Management: Revenue Management
- Financial Management: Supply Chain Management
- Business Process: Intergovernmental Relations
- Water Services: Water and Sanitation Services
- Personnel: Skills Attraction and Retention

The top 5 operational risks facing the municipality are as follows:

- Financial Management: Supply Chain Management
- Business Support: Information Technology
- Water Services: Water Quality
- Financial Management: Fleet Management
- Financial Management: Asset Management

3.10.1.12 MUNICIPAL BYLAWS

The municipality has developed, adopted and promulgated various municipal bylaws. These bylaws are under the custody of various municipal departments and the department ensure the bylaws are adhered to. Businesses and developments within the municipal area are expected to operate within the municipal bylaws.

- Water Bylaws
- Municipal Health bylaws
- Credit Management Bylaws
- Credit and Debt Control Bylaws
- Cemetery Bylaws
- Public Meetings, Gatherings and Procession Bylaws

3.11 PUBLIC PARTICIPATION ANALYSIS

The iLembe District Municipality has a Public Participation Plan Strategy in place. The Public Participation Strategy was developed in line with the KZN Provincial Public Participation Plan. However, the Municipality is planning to review the Public Participation Strategy in the new financial year 2016/17. The plan will ensure that the development is driven by the community.

The Municipality is also planning to conduct a Citizen Satisfaction Survey in the new financial year 2016/17. This will assist the municipality to ascertain the community’s level of satisfaction on the services that are being provided by government. This will enhance relations between the municipality and the community.

The Municipality has developed and adopted a Communication Plan. The objective of the plan is to improve communication with the local community as well as other organs of state within the local and provincial spheres of government; enhance accountability, openness, transparency and responsive local government; inform the community of the activities and intentions of the municipality.

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3.11.1 PUBLIC PARTICIPATION AND COMMUNICATION STRUCTURES

The following are the public participation and communication structures and mechanism exists within the ILembe District Municipality:

3.11.1.1 SPEAKERS FORUM

The forum consists of the Speaker of iLembe District Municipality and Speakers of all Local Municipalities. The chairperson of the Forum is the Speaker of iLembe District Municipality. In his absence the meeting elects a pro-term Chairperson of the same position. Official responsible for public participation also attend the Speakers Forum.
The main objective of the Forum is to promote and facilitate intergovernmental relations, co-operative government and share cultures of initiatives within the iLembe family of Municipalities, including:

- to seek unity of purpose and co-ordination of effort around the programmes championed in the office of the Speaker in the broader District; and
- to serve as a main structure of the District Wide Ward Committee Forum
- to ensure effective and efficient coordinated Community participation within the District.

3.11.1.2 WARD COMMITTEE

In terms of the Municipal Structures Act, (Act 117 of 1998) municipalities are required to establish ward committees to enhance community participation in municipal development processes.

ILembe District Municipality have elected the wards committees. They have all been inducted and have been provided with training to capacitate them to be able to facilitate service delivery issues in their areas. ILembe District has *740 Ward Committees Members* within four local municipalities. The ward committees in the district are largely functional with the support they receive from local municipalities, the district municipality and COGTA's Public Participation Department. the challenges that are being experienced by the local municipalities as they engage with the ward committee:

- Some ward committee members drop out because they receive better jobs elsewhere which leave a vacuum in the committees. The process of replacing them sometimes delays;
- Some members are demotivated feel that the remuneration that they receive from the municipalities to too little as compared to the amount of work that they are engaged with. Through the Speaker's Forum, more funding was accessed from COGTA to address this matter. The iLembe District Municipality also provide travel costs for the attendance of the district meetings.
- The topography and vastness of the wards in some instances does not allow the ward committee members to reach to all the areas.

3.11.1.3 COMMUNITY DEVELOPMENT WORKERS

The iLembe District Municipality has total of 76 wards and the total number of 27 CDWs all trained with learner ships in the district. This is a challenge because a large number of wards are not enjoying the services that are provided by the CDWs. Another challenge is that the CDWs are not available to provide support to the municipalities because of other commitments that they have from COGTA.

3.11.1.4 TRADITIONAL LEADERSHIP

The iLembe District municipality has a total of 35 Amakhosi. The new Local Traditional House was reinstituted in June 2012, and is currently led by Inkosi VP Ngcobo he is also the Deputy chair of the provincial house in KZN. There is a healthy working relationship between the Local Traditional House and the iLembe District Municipality. Amakhosi are invited in community activities that are happening in their areas and district activities that will have impact in service delivery in their areas. These activities include IDP Public Participation meetings, conferences and seminars, to mention a few. The iLembe traditional leadership are participating in the municipal portfolio committees and the full council.

3.11.1.5 DISTRICT COMMUNICATORS FORUM (DCF)

The purposes of the District Communicator's Forum are as follows:

- To ensure that government speaks in one voice;
- To promote the development of coordinated and integrated and sustainable programme of communication in the district;
- To foster positive communication environment in the family of municipalities, sector departments and other relevant stakeholders within the district.

3.11.1.6 DISTRICT PUBLIC PARTICIPATION FORUM (DPPF)

The scope of work of the DPPF is oriented towards planning and monitoring of Ward Committees with regard to the establishment and functionality to ensure co-ordination of all support initiatives and programmes by all spheres of Government, stakeholders and outside institutions, in particular to:

- Ensure common and comprehensive understanding of legislation and policies with regards to Public Participation;
- Ensure the establishment of standard practices, policies and programmes with regards to Public Participation;
- Closely cooperate with the Provincial Public Participation Steering Committee (PPPSC);
- Share best practices and case studies in the provincial and national spheres;
- Communicate with Municipalities to inform about the training initiatives and to mobilize for participation;
- Solve emerging problems and/or coordinate with the PPPSC to solve problems; and
- To receive information from PPPSC and follow up programme of implementation.

3.11.2 GOOD GOVERNANCE & PUBLIC PARTICIPATION: SWOT ANALYSIS

STRENGTHS	WEAKNESSES
• **Effective Speakers Forum** • **District Communicators Forum** • **Audit Committee, hence clean audit** • **Conventional communications tools in place e.g. SMS system** • **Strong management team**	• **Poor level of Service delivery by contractors.** • **Limited human resources to serve 4 local municipalities** • **Uneven Topography, some areas are not accessible for service delivery and community consultation.** • **Structures are not capacitated to take over their tasks.** • **Communication timeframes with community.** • **Public participation activities are 75% synchronized.** • **Call centre not functional- calls go unanswered** • **District Wide Ward Forum to advocate on water and sanitation issues at ward level is not capacitated.**
OPPORTUNITIES	THREATS
• s (available resource at local ward level)- to assist with reporting • Capacitated employees to be used instead of consultants for institutional memory and limiting expenditure	• Lack of communication with internally and external stakeholders might lead to community unrest • Deviations being a norm for Corp Gov- vetting, change of scope, Communication with LMs not intact • Poor planning & nonexistence of KWANALOGA games business plan- selection of service providers • Councillors' not aware of the SCM policy and processes • Communication through cellphones and radio stations a challenge as it doesn't not reach everyone • Understanding different stakeholder for the various services • Poor road conditions to reach community for communication of public participation. • Lack cooperative approach to Public participation

TABLE 32: CORPORATE GOVERNANCE SWOT

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CHAPTER 4: DEVELOPMENT STRATEGIES

4.1 ILEMBE'S STRATEGIC BLUEPRINT

This chapter highlights the strategic blueprint that guides the development plans for the new 2017-2022 IDP. It depicts internal and external factors that have shaped strategies for the current term of Council and for the future development. Among these is the iLembe's commitment to align to national and provincial government plans (as seen in Chapter 2) as they relate to local government as follows:

FIGURE 13: ILEMBE'S STRATEGIC BLUEPRINT

4.2 ILEMBE'S VISION

"By 2030 iLembe District Municipality will be a sustainable people centred economic hub providing excellent services and quality of life"

MISSION STATEMENTS:-

- Service Delivery Through Partnerships
- Build Partnership for Sustainable Growth & Development
- Improve Service Delivery through Creative Partnerships
- Customer Care
- Placing Premium Value on our Customers to ensure Satisfaction
- Leadership
- Provide Innovate Leadership in the District
- Fulfill Role of Facilitator, Enable, Monitor.
- Building Capacity through the Sharing of Services
- Our People a & Staff
- Investing in our people as valuable Assets

PRINCIPLES:-

- Batho Pele Principles
- Services Delivery Charter Concept

VALUE SYSTEM:-

- Accountability
- Sustainability
- Effectiveness, Efficiency &
- Economical
- Customer Care
- Responsiveness
- Transparency
- Equity
- Integrity

Ultimately this Vision can be realized by ensuring that the basic elements are adhered to, which is:

- Creating economic growth and jobs.
- Eradicating backlogs in service delivery.
- Providing for housing and socio-economic development (including the impact of HIV/AIDS).
- Positioning the iLembe area as a prime tourist destination.
- Making the area of iLembe a safe and vibrant meeting place of rural, traditional and urban life-styles.
- Integrating the first and second economies to benefit from investment.
- Achieving a sustainable settlement pattern where people could meet all their needs to provide for a better quality of life and maintain sustainable livelihoods.
- Creating functional and institutional harmony with upstream and downstream spheres of government.

4.3 ILEMBE'S STRATEGIES

A Strategic Planning Lekgotla took place on 24-27 October 2017 to reflect the challenges, performance and progress of development initiatives of the current term of office, consolidate implementation plans for projects, programmes and pave the way for crafting the new five year 2017-2022 IDP with its newly elected Council.

The District responded to each applicable National Outcome, & PGDS Goals and aligned to the DGDP to develop the iLembe 5 year Strategic implementation plan as follows:

KPA 1: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT				
IDP REF.	**NATIONAL OUTCOME**	**PGDS GOALS**	**ILEMBE DGDP PRIORITY**	**5 YEAR STRATEGIC OBJECTIVE**
MTI01	*4: Decent Employment Through Inclusive Economic Growth* *5: A Skilled And Capable Workforce To Support An Inclusive Growth* *9: Responsive, Accountable, Effective And Efficient Local Government*	*1: Inclusive Economic Growth* *2: Human Resource Development*	Effective Governance, Policy and Social Partnerships	To establish an efficient and productive administration
MTI02				To ensure a sustainable and healthy environment
MTI03				To provide and maintain an effective Document Management System
MTI04				To ensure effective governance through regular Council meetings
MTI05				To provide legal advice and ensure resolution of legal matters against and/or on behalf of the municipality
MTI06				To provide an innovative, effective and efficient Information and Communication Technology service.
KPA 2: LOCAL ECONOMIC DEVELOPMENT (LED) & PLANNING				
IDP REF.	**NATIONAL OUTCOME**	**PGDS GOALS**	**ILEMBE DGDP PRIORITY**	**5 YEAR STRATEGIC OBJECTIVE**
LED01	*4: Decent employment through inclusive economic growth* *6: An efficient, competitive and responsive economic infrastructure network*	*1: Inclusive economic growth* *3: Human & Community Development* *5: Spatial Equity*	A diverse and growing economy, promote social well-being	To improve co-ordination of LED in the District
LED02				To upscale Agriculture development in the district
LED03				To capitalize on tourism potential of the District
LED04				To increase Manufacturing output within the district.
LED05				To ensure job creation
LED06				To create an ICT platform available to everyone

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LED07	*7:Vibrant, equitable and sustainable rural communities and food security for all*	*6: Environmental Sustainability*		To facilitate co-ordinated planning and development
KPA 3: BASIC SERVICE DELIVERY				
IDP REF.	**NATIONAL OUTCOME**	**PGDS GOALS**	**ILEMBE DGDP PRIORITY**	**5 YEAR STRATEGIC OBJECTIVE**
BS01	*8: Sustainable human settlements and improved quality of household life* *9: Responsive accountable, effective and efficient local government system*	*1: Inclusive economic growth* *4: Strategic Infrastructure*	Equity of access A liveable region	To ensure access to potable water for domestic consumption and support local economic development
BS02				To ensure access to basic sanitation for domestic purposes and support local economic development
BS03				Monitor Siza Water concession contract
BS04				Create job opportunities through Infrastructure Project
KPA 4: FINANCIAL VIABILITY & MANAGEMENT				
IDP REF.	**NATIONAL OUTCOME**	**PGDS GOALS**	**ILEMBE DGDP PRIORITY**	**5 YEAR STRATEGIC OBJECTIVE**
FV01	*9:Responsive accountable, effective and efficient local government system*	*7: Governance and Policy*	Effective governance, policy and social partnerships	To ensure sound revenue management
FV02				To ensure sound budgeting and compliance principles
FV03				To ensure sound expenditure management
FV04				To procure quality goods and services in a cost effective, transparent, competitive, equitable and efficient manner within the policy framework
FV05				To maintain a clean audit opinion
FV06				To ensure sound and effective asset management
KPA 5: GOOD GOVERNANCE & PUBLIC PARTICIPATION				
IDP REF.	**NATIONAL (S)**	**PGDS GOALS**	**ILEMBE DGDP PRIORITY**	**5 YEAR STRATEGIC OBJECTIVE**
GP01	*9: Responsive accountable, effective and efficient local government system* *12: An efficient, effective and development orientated public service and an empowered, fair and inclusive citizenship*	*7: Governance and Policy* *3: Human and Community Development*	Promote social well-being, effective governance, policy and social partnerships & a liveable region	To strengthen partnership with various stakeholders through communicating municipal business
GP02				To promote accountability and deepen democracy through capacitating the community to participate and support municipal business.
GP03				To ensure prevention and mitigation against disasters
GP04				To improve the quality of life within the district
GP05				To preserve our History and heritage
GP06				Compliance and good Governance
GP07				To provide independent, objective assurance and consulting services designed to add value and improve the municipality's operations.
GP08				To implement and maintain compliant, effective and efficient

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				enterprise risk management systems and processes.
GP09				To improve the quality of life within the district
GP010				To ensure effective Organisational Performance Management
GP011				To ensure that the entity administration is governed by the sound and effective values and principles as outlined in the constitution of South Africa

TABLE 33: ILEMBE STRATEGIC OBJECTIVES

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CHAPTER 5: STRATEGIC MAPPING & EVIRONMENTAL MANAGEMENT

5.1 ENVIRONMENTAL MANAGEMENT

Section 24 of the Constitution gives the environmental right to South African citizens, which is to live in an environment that is not harmful to their health and well-being. This suggests that environmental management should be understood in line with the objectives of sustainable development, which is a development that meets the needs of the present generation, without compromising the ability of future generations to meet their own needs. In practise this definition encompasses the social, environmental and economic pillars. Therefore, the National Environmental Management Act, (Act 107) of 1998 came into existence to assist institutions responsible for environmental management to achieve the objective of Section 24 and the objectives of the sustainable development. NEMA also provides a framework upon where environmental matters are to be managed for the benefits of all generations.

In light of the above the District has completed the Environmental Management Framework, in 2014. This tool provides a framework upon where the environmental management within the District and its family of Municipalities is to be consider to meet the objectives of the Section 24 of the Constitution and other international policies. In addition, the Department of Environmental Affairs developed a strategy (National Strategy for Sustainable Development), with goals to achieve objectives of sustainable development, which consists of the following themes:

- Enhancing systems for integrated planning in meeting sustainable development objectives
- Sustaining our ecosystems and using natural resources efficiently
- Responding effectively to climate change
- Towards a green economy
- Building sustainable communities

5.1.1 SUSTAINABLE USE OF NATURAL RESOURCES

Natural resources, such as: water, soil and biodiversity, form the basis of life, economic activity and human wellbeing. Therefore a functioning ecosystems supposed to generate goods (natural products, such as water, timber, flowers, food and medicines) and services (waste recycling, water and air purification, flood attenuation, recreational opportunities and carbon sequestration). The depletion or wasteful use of natural resources, and/or degradation of ecosystems poses a threat to the achievement of socioeconomic objectives. The analysis have shown that South Africa's natural resources are under severe pressure and that many of the country's ecosystems are degraded to the point that threatens our wellbeing. This is of particular concern given the important role of natural systems in climate change and adaptation, particularly for the most vulnerable communities. Therefore in order to achieve sustainable development, the following must be done:

- Manage the use of all natural re-sources to ensure their sustainability
- Protect and restore scarce and degraded natural resources
- Prevent the pollution of air, water and land resources so that community and ecosystem health is not adversely affected
- Avoid the irreversible loss and de- gradation of biodiversity (marine, terrestrial and aquatic ecosystems)

5.1.2 BIODIVERSITY MANAGEMENT

5.1.2.1 LEGAL CONTEXT

National environmental Management: Biodiversity Act, 2004 provides for the management and conservation of South Africa's biodiversity within the framework of the National Environmental Management Act, 1998. In terms of Section 76 (2) *(a)* states that all organs of state in all spheres of government must prepare an invasive Species monitoring, control and eradication plan for land under their control, as part of their environmental plans in accordance with section 11 of the National Environmental Management Act. Such plan must be included as a sector plan in the IDP. The Protected Areas Act recognises Municipalities as critical stakeholders in the development of the Management plans for the protected areas.

5.1.2.2 BIODIVERSITY SECTOR PLANS

Sector Plans play a role in assisting stakeholders to meet the goals and targets as set by relevant acts and policies. The Ezemvelo KZN Wildlife has completed the iLembe Biodiversity Sector Plan (BSP) as a planning tool to manage biodiversity and as a precursor to a bioregional plan, as required by the Section 48 of National Environmental Management Biodiversity Act, 2004 and the Bioregional Guidelines (DEAT, 2009). Biodiversity Sector Plans (BSP) are a district based plan which identifies priority biodiversity areas; and provides associated planning and decision-making guidelines. The BSP has two main components which need to be taken into account by the IDP and SDF, namely the Critical Biodiversity Areas (CBA) Map and the associated planning and management guideline.

The overleaf map illustrates the iLembe Critical Biodiversity Areas and Ecological Support Areas.

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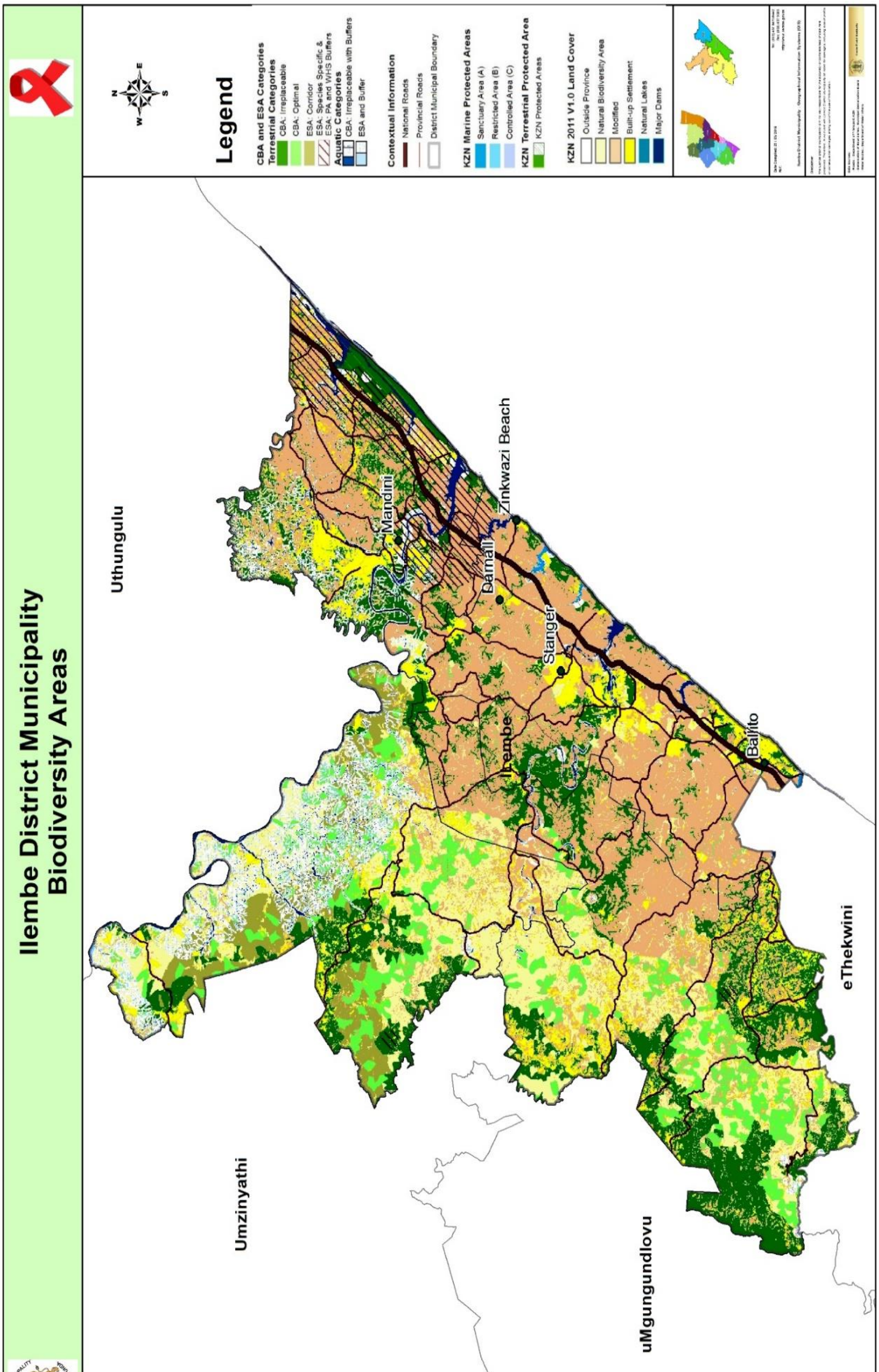
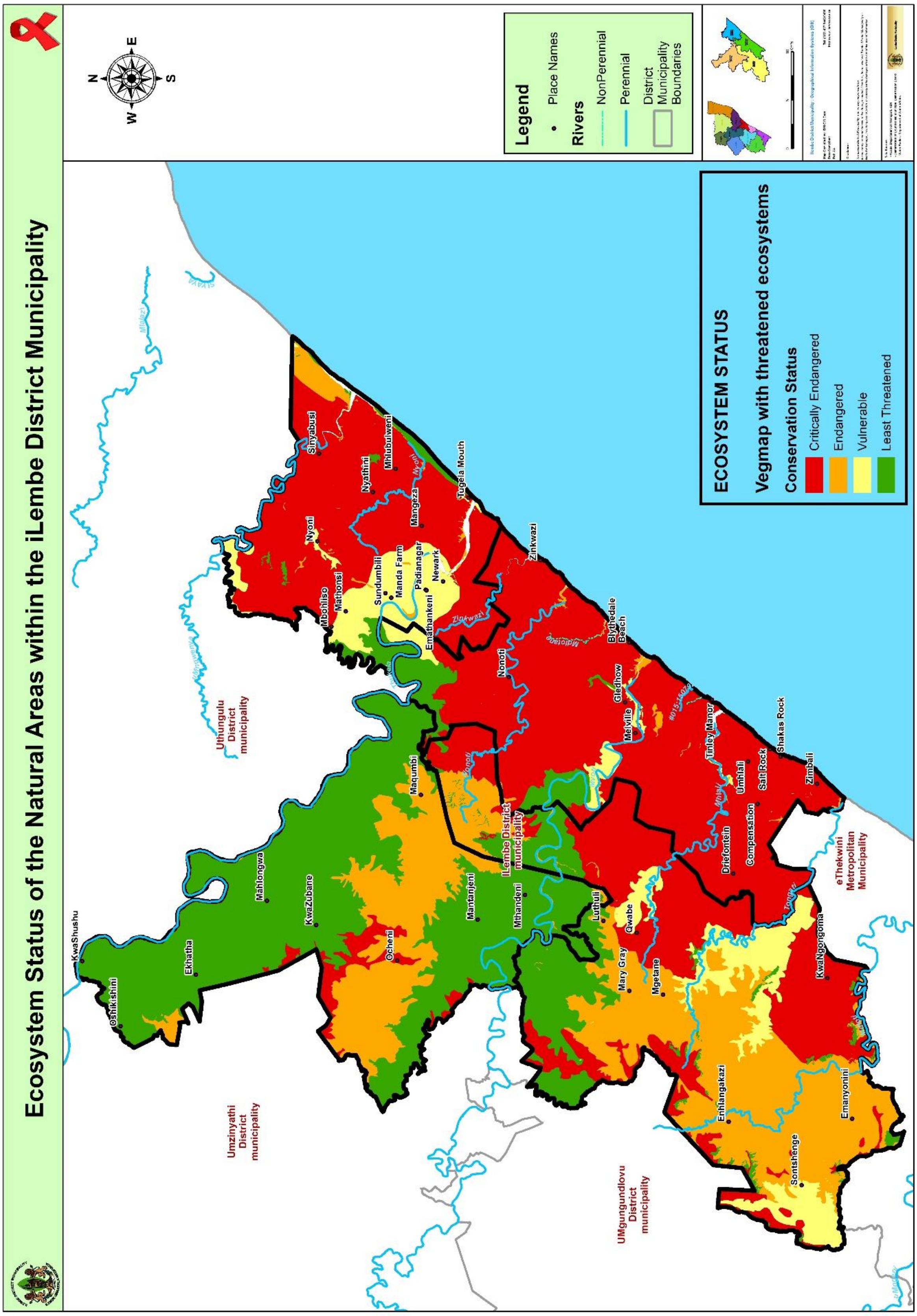


MAP 14: ILEMBE CRITICAL BIODIVERSITY AREAS AND ECOLOGICAL SUPPORT AREAS

5.1.2.3 THREATENED ECOSYSTEMS

Section 54 of the Biodiversity Act requires that information on the national list of threatened ecosystems are indicated in the Municipal IDP. The overleaf map illustrates the **threatened ecosystems and the threat status** occurring within District.



MAP 15: THREATENED ECOSYSTEM

In addition to the threatened species, it is critical for the Municipality to identify whether the ecosystem that has been listed as threatened, is restricted and only occurs within the District or within the immediate region i.e. endemicity. It is the responsibility of the District to ensure the protection of such species.

5.1.2.4 STEWARDSHIP PROGRAM

The Stewardship Programme is a voluntary programme that aims to increase areas under conservation, via agreements with private and communal landowners. Currently there are no stewardship programmes within the District.

The overleaf map illustrates the four sites proposed within the District.

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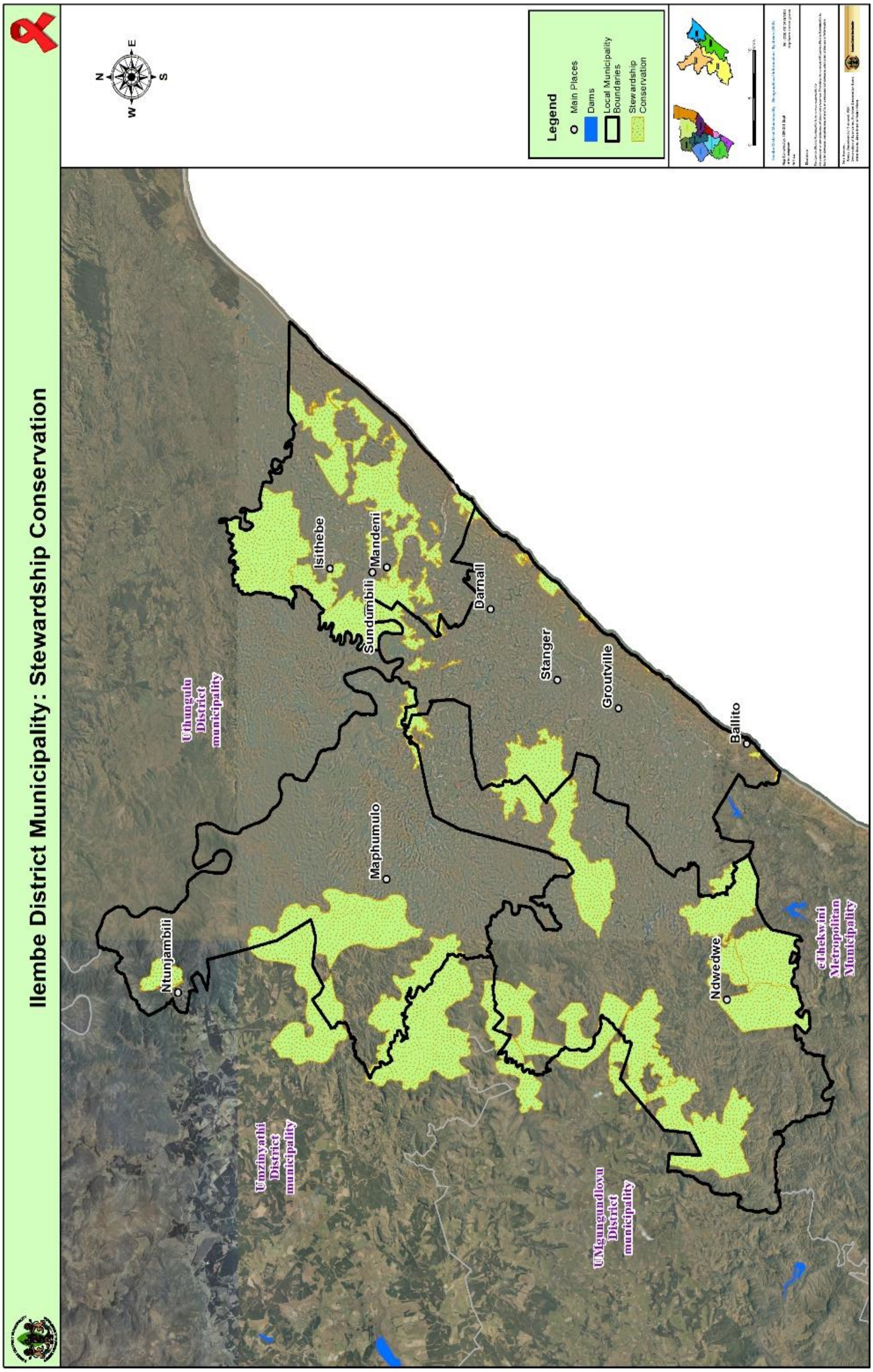

MAP 16:PROPOSED STEWARDSHIP WITHIN THE DISTRICT

5.1.2.5 PROTECTED AREA EXPANSION

The National Department of Environmental Affairs has compiling a new Protected Area Expansion Plan (Department of Environmental Affairs, 2016). KZN's contribution to this plan is the inclusion of the Critical Biodiversity Areas (CBAs) and the Ecological Support Areas (ESAs) identified in the KZN Biodiversity Plan and the subsequent District Biodiversity Sector Plans. In light of this it is recommended that the municipalities consider the KZN identified CBAs and ESAs as the KZN areas for potential expansion of the Protected Area network. These areas thus need to be identified as being of environmental sensitivity, where high intensity and incompatible land uses should be avoided.

The National Protected Area expansion strategy states that protected areas are an important tool for biodiversity conservation, maintaining ecosystem services and adaptation to climate change. Currently there is only one (1) national protected area expansion priority within the District, namely the uThukela priority expansion area. It is the intention of the District to contribute to the objectives of the National Protected Areas Expansion Strategy (NPAES) of having 50% of land protected by 2020.

5.1.2.6 ALIEN INVASIVE CLEARANCE PROGRAMME

The occurrence of the alien invasive plants in the region is prevalent. However, there is rather limited information on their types, distribution as well as the extent in which they occur. Both the iLembe Regional Spatial Development Plan and the Biodiversity Act require the development of a regional alien clearance plan to respond to impacts of alien invasive species. The Municipality has noted the need to prepare an alien invasive species monitoring, control and eradication plan to help the Municipality to preserve the natural resources within the District. However, due to financial challenges the District is unable to develop this plan and has requested assistance from the Provincial and National Departments.

5.1.3 FRESHWATER BIODIVERSITY (HYDROLOGY)

	CHALLENGES	POSSIBLE PROJECTS	FUNDING
Rivers	Challenges include: alteration of the river flow pattern, pollution from various sources, river bank destruction by activities such as sand mining, impacts of the alien invasive species, damming of the river, channelizing, dumping (littering) of waste, undertaking recreational activities on rivers such as fishing or horse riding, waste from domestic animals	• Rehabilitation of uMvoti River, • Removal of alien species along the uMhlali River • Dumping on the Mavivane River	To be sourced
Wetlands	Wetland ecosystems are vital for purifying water and regulating water flows, acting as sponges that store water and release it slowly, filtering pollutants and easing the impact of droughts and floods in the process.	• Working for Wetlands / water • Wetland Rehabilitation • Alien plants clearance	To be sourced
Freshwater Ecosystem Priority Areas (FEPAs)	FEPA maps show Rivers, wetlands and estuaries that need to stay in a good condition in order to conserve freshwater ecosystems and protect water resources for human use	Development Wetland and River Conservation Strategy	To be sourced

TABLE 34: HYDROLOGY

5.1.5 COASTAL MANAGEMENT

5.1.5.1 COASTAL MANAGEMENT PROGRAMMES

The National Environmental Management: Integrated Coastal Management Act, 2008 requires coastal Municipalities to develop Coastal Management Programme (CMPs) to assist in promoting land-uses that are not in conflict with the management of coastal resources. The development of CMPs by the Municipalities within the District are currently underway and the status is as follows:

MUNICIPALITY	STATUS OF THE PLAN	COMMENTS
ILembe District	Preparation of the Vision of the CMP	To be finalised end of 2016/17 financial year
Mandeni Municipality	Completed and approve by council	Completed 2015
KwaDukuza Municipality	Undergoing Public Participation Process	To be completed 2017/2018

TABLE 35: STATUS OF COASTAL MANAGEMENT PROGRAMMES

5.1.5.3 DEVELOPMENT OF THE COASTAL ACCESS PLANS

Coastal Access generally means the ability of the public to reach, use the shoreline of coastal waters, commonly for swimming or any other recreational purposes. Section 18 (1) of ICMA states that each municipality, whose area includes coastal public property, must within four years of the commencement of this Act, make a by-law that designates strips of land as coastal access land in order to secure public access to that coastal public property. Mandeni and KwaDukuza are currently finalising their respective plans and which will be sent to the Department of Economic Development, Tourism and Environmental Affairs, once completed.

The overleaf map illustrates the iLembe Coastal access points.

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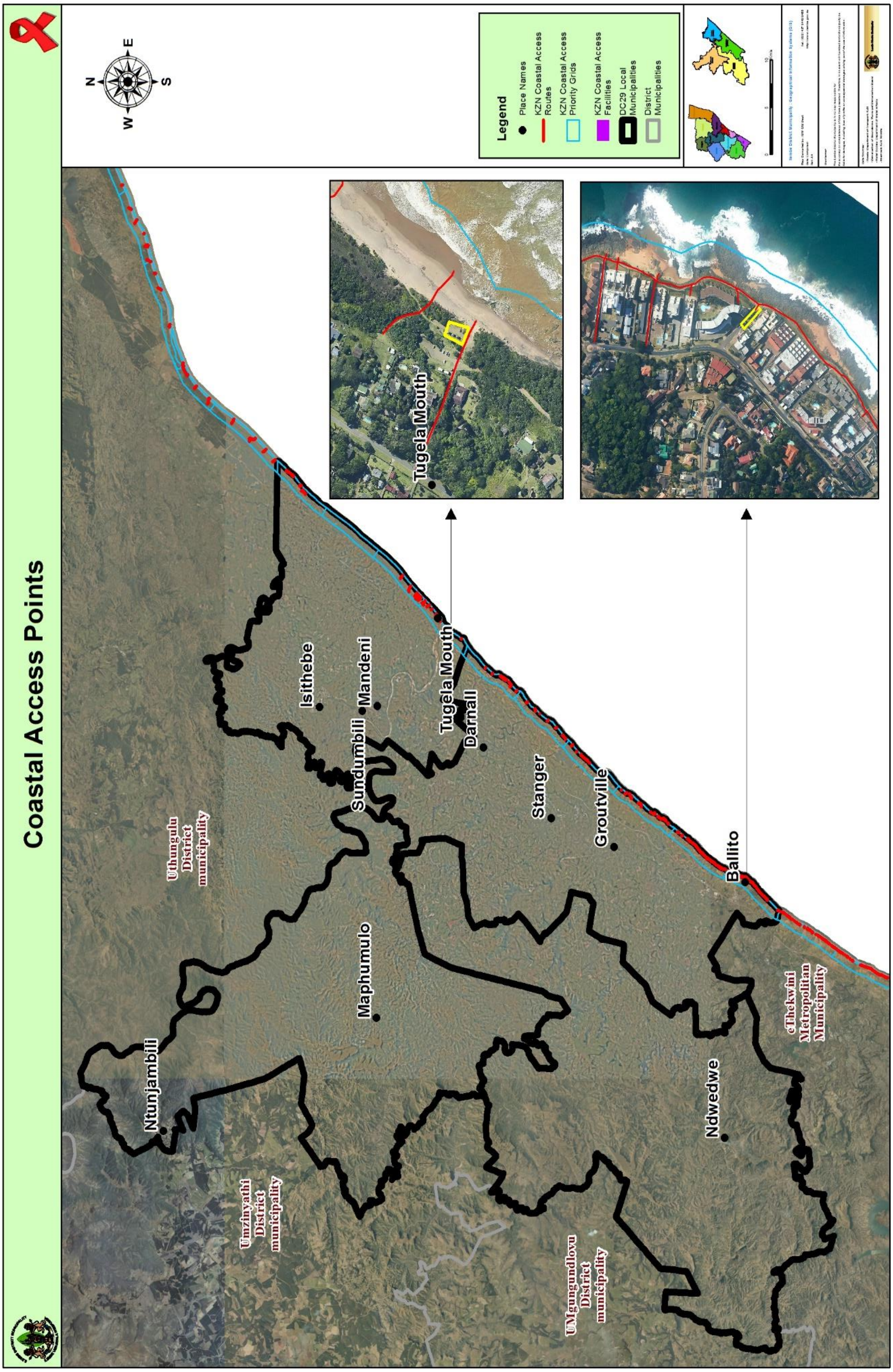

MAP 17: COASTAL ACCESS POINTS

5.1.6 WASTE MANAGEMENT

5.1.6.1 WASTE MANAGEMENT PROGRAMMES

Waste related programme have been introduced within the District and below is the details of the programme:

PROGRAMME	SCOPE	ALLOCATED BUDGET	MUNICIPALITIES
Food for Waste	This is an EPWP programme. Details to be finalised	To be confirmed	KwaDukuza and Mandeni
Waste recycling	Compliance with national, Provincial and District Policies	To be confirmed	IDM

TABLE 60: WASTE PROGRAMMES

5.1.7 AIR QUALITY MANAGEMENT

It is a legal requirement that the District develop its Air Quality Management Plan, and the District should prioritise the development of such a plan. Another key responsibility is to have District Emission inventory, which is required as a building block for air quality management within the District. Such inventory should include point sources, area sources, and mobile sources.

5.1.8 RESPONDING TO IMPACTS OF CLIMATE CHANGE

As part of the implementation of the 2014 District Climate Change resolutions the District is implementing the following project:

PROJECT NAME	PURPOSE	DURATION
Technological need assessment	Identify a list of technologies for the water (adaptation) and energy (mitigation) sector	January to december 2017
Local Action for Biodiversity (LAB): Wetlands South Africa	Identifcation of wetlands and management	2015 to 2017
South africa's low emission programme	Identify energy effieiency opportunities within treatment plants and office buildings	2016 to 2020
Energy Efficiency programme	Implementing the energy efficiency programme within municipal facilities including buildings	2017/2018 financial year
Recycling programme	to promote recycling within the municipal offices	on-going

TABLE 36: PROGRAMMES RESPONDING TO CLIMATE CHANGE

5.1.9 SECTOR PLANS

Sector plans are very critical for the successful management of natural resources. To date the following sector plans have been developed for the District: the Environmental Management Framework, Biodiversity Sector Plan, and Disaster Management Plan. The following is a list of plans that are still required in order to manage District's natural resource, which are: Climate Change

Response Strategy, IWMP, Coastal Management Programme, Recycling Strategy, Alien Invasive Clearance Strategy, Green procurement strategy and energy efficiency strategy.

5.1.9.1 ENVIRONMENTAL MANAGEMENT FRAMEWORK

The iLembe Environmental Management Framework (EMF) was finalised in 2014 and forwarded to the Department. The EMF seeks to understand the biophysical and socio-cultural systems of a geographically defined area and to reveal where specific land-uses may best be located and to offer performance standards, control zones, for maintaining appropriate use of such land.

The EMF contains a number of zones that will assist in managing development within the iLembe District. These management zones include: Terrestrial Biodiversity Management Zone, Rural Support Zone, Commercial Agriculture Zone, Stewardship Zone, Coastal Management Zone, Urban Settlement Zone, Industrial Activity Zone and Infrastructure Zone. These EMF zones are spatially illustrated in the overleaf map.

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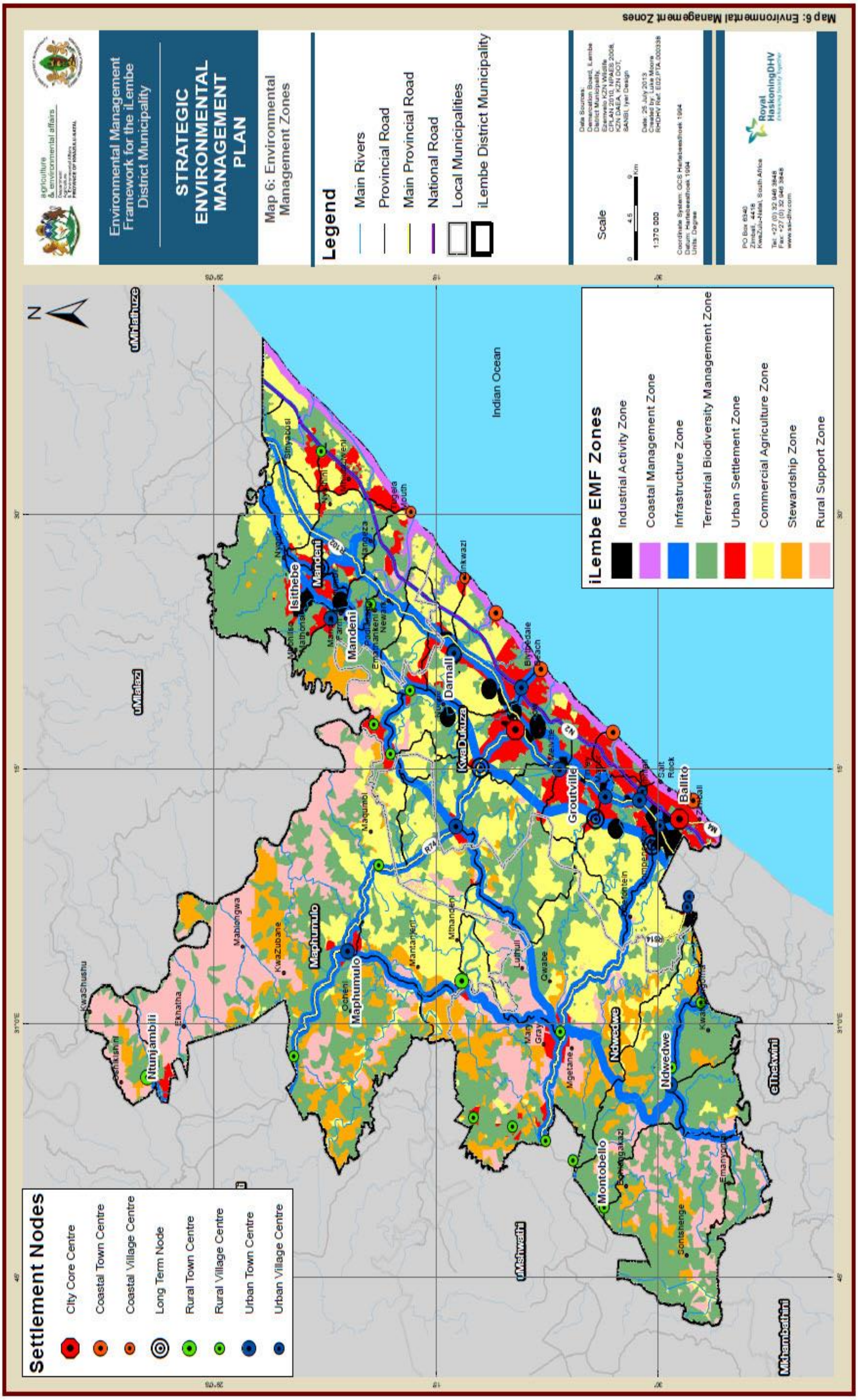

MAP 18:ENVIRONMENTAL MANAGEMENT ZONES

5.1.9 ENVIRONMENTAL PROJECT MATRIX

The following projects will be implemented within the iLembe District.

FOCUS AREA	STRATEGIES	PROJECTS	WARD NO.	BUDGET (R)	DURATION	FUNDING SOURCE
Environmental awareness	Provide capacity building programs to all relevant officials, councillors, and communities	Environmental Education and awareness, Environmental events	District wide	R50000		IDM
Coastal Management Management	community development and sustainability	Working for the Coast (WFTC)	iLembe coastal strip (KDM, Mandeni)	R8.5 Million		DEA
	Management of Coastal Public Property	District-wide Coastal Management Programme	iLembe District	R500 000		DEA
	Management of coastal resources	Blue Flag	Both KwaDukuza and Mandeni	R1. 6m		DEDTEA
Waste Management	Development of the IWMPs	IWMPs	iLembe	TBC		iLembe
Climate change	Wetland management strategy	**Local Action for Biodiversity (LAB): Wetlands South Africa**	iLembe District wide	TBC	3 years	USAID
	Energy Efficiency strategy	Energy Efficiency programme	iLembe Treatment plants and facilities	6 m	12 months	National Departmen t of Energy
	Technological need assessment	Technological need assessment		50 000 $	12 months	UNEP
Biodiversity Management	Alien Plants clearance programme	Alien Plants clearance programme	iLembe District wide	TBC	Ongoing	TBC

TABLE 37: PROJECT MATRIX

5.2 STRATEGIC MAPPING

The spatial context of the District presents both challenges and opportunities that exists within the district. In terms of the iLembe package of plans; the iLembe Regional Spatial Development Plan, which was adopted in February 2014, is the overarching framework providing the strategic development direction for iLembe and its family of local municipalities. This plan is underpinned by the Environmental Management Framework, which is a spatial environmental plan that guides decision making. The iLembe Regional Spatial Development Plan is informed by the Provincial Growth and Development Strategy and the iLembe District Spatial Economic Development Strategy. The iLembe Spatial Development Framework, which is a legislative obligation in terms of the Municipal Systems Act, was adopted in June 2010. The SDF is currently under review and will take into consideration the spatial vision as illustrated the Regional Spatial Development Plan. The Draft iLembe SDF is provided as an Annexure to this document. It is anticipated that the 2015/16 iLembe SDF will be adopted in July 2015.

5.2.1 PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY

The KZN PGDS is the province's strategic framework for accelerated and shared economic growth through catalytic and developmental intervention. The purpose of the KZN PGDS is to:

- Be the primary strategy for KZN that drives growth and development in the Province to 2030;
- Mobilize and synchronize strategic plans and investment priorities of all spheres of government, state owned entities, business, higher education institutions, labour, civil society and all other social partners towards achieving the desired growth and development goals, objectives and outcomes;
- Spatially contextualise and prioritise interventions so as to achieve greater spatial equity;
- Develop clearly defined institutional arrangements ensuring decisive leadership, robust management, implementation and on-going reviewing of the growth and development plan.

5.3.2 PRIORITY INTERVENTION AREAS

The overleaf map illustrates the areas of intervention as indicated in the PGDS. The town of KwaDukuza is identified as a "Tertiary Node". In terms of functionality, this node should provide service to the sub-regional economy and community needs. The towns of Maphumulo and Mandeni are classified as a "Quaternary Nodes" which means, in terms of functionality, these nodes should provide service to the local community and respond to community needs. It should be noted that, in line with the PGDS, the towns of Maphumulo and Ndwedwe have been recently formalized and gazetted as formalized towns. The respective municipalities are currently in the process of increasing the infrastructure capacity to be able to accommodate potential developers.

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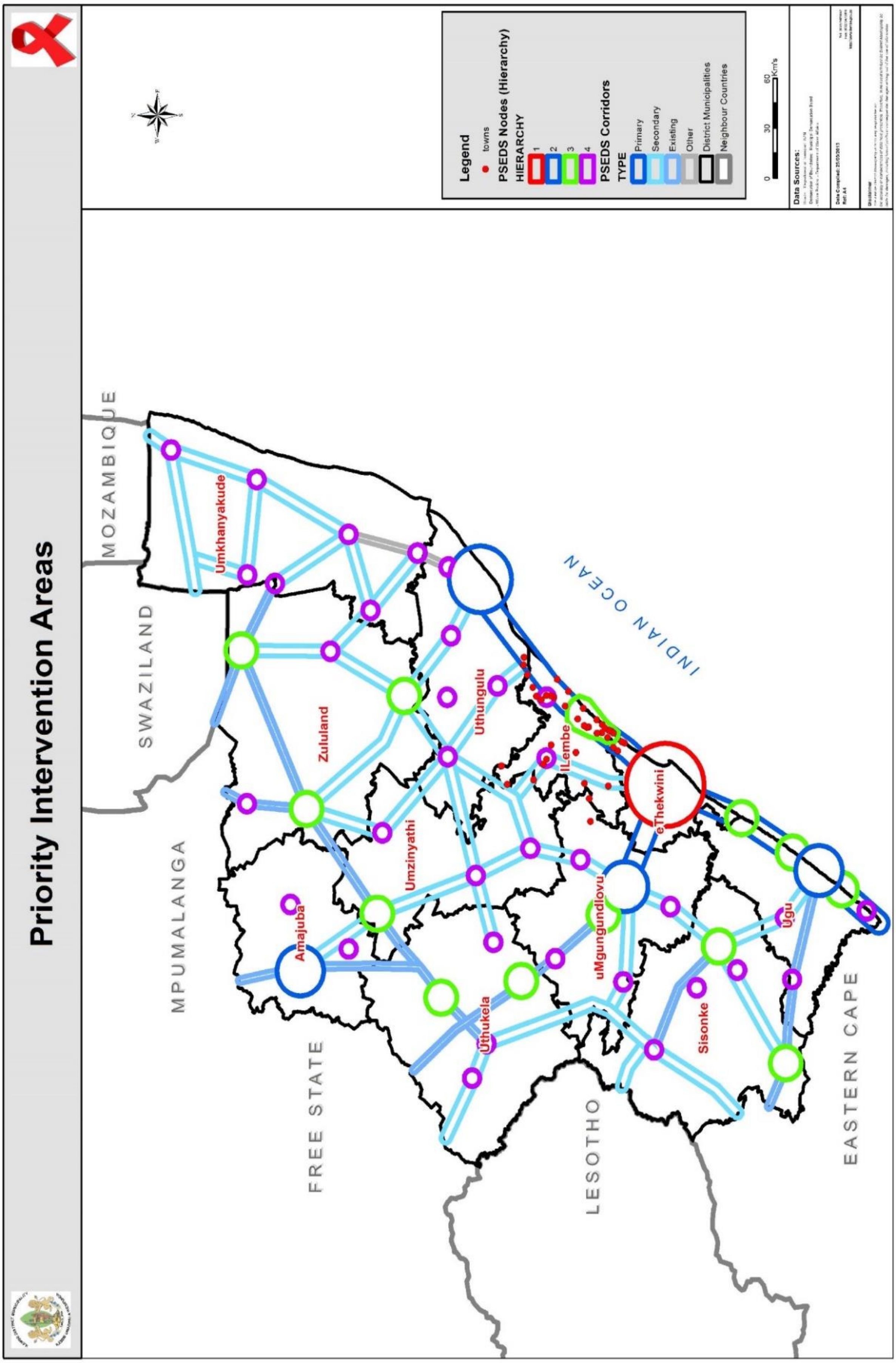

MAP 19: PRIORITY INTERVENTION AREAS

5.3.3 PROVINCIAL SPATIAL DEVELOPMENT FRAMEWORK

The overleaf map illustrates an extract of the PGDS depicting iLembe District Municipality. The broad spatial proposals contained herein are consistent with those contained in the iLembe SDF and the IRSDP, especially relating to the economic potential of the coastal belt i.e. Mandeni and KwaDukuza. The need for greater social investments in the more rural municipalities, i.e. Maphumulo and Ndwedwe, is also indicated.

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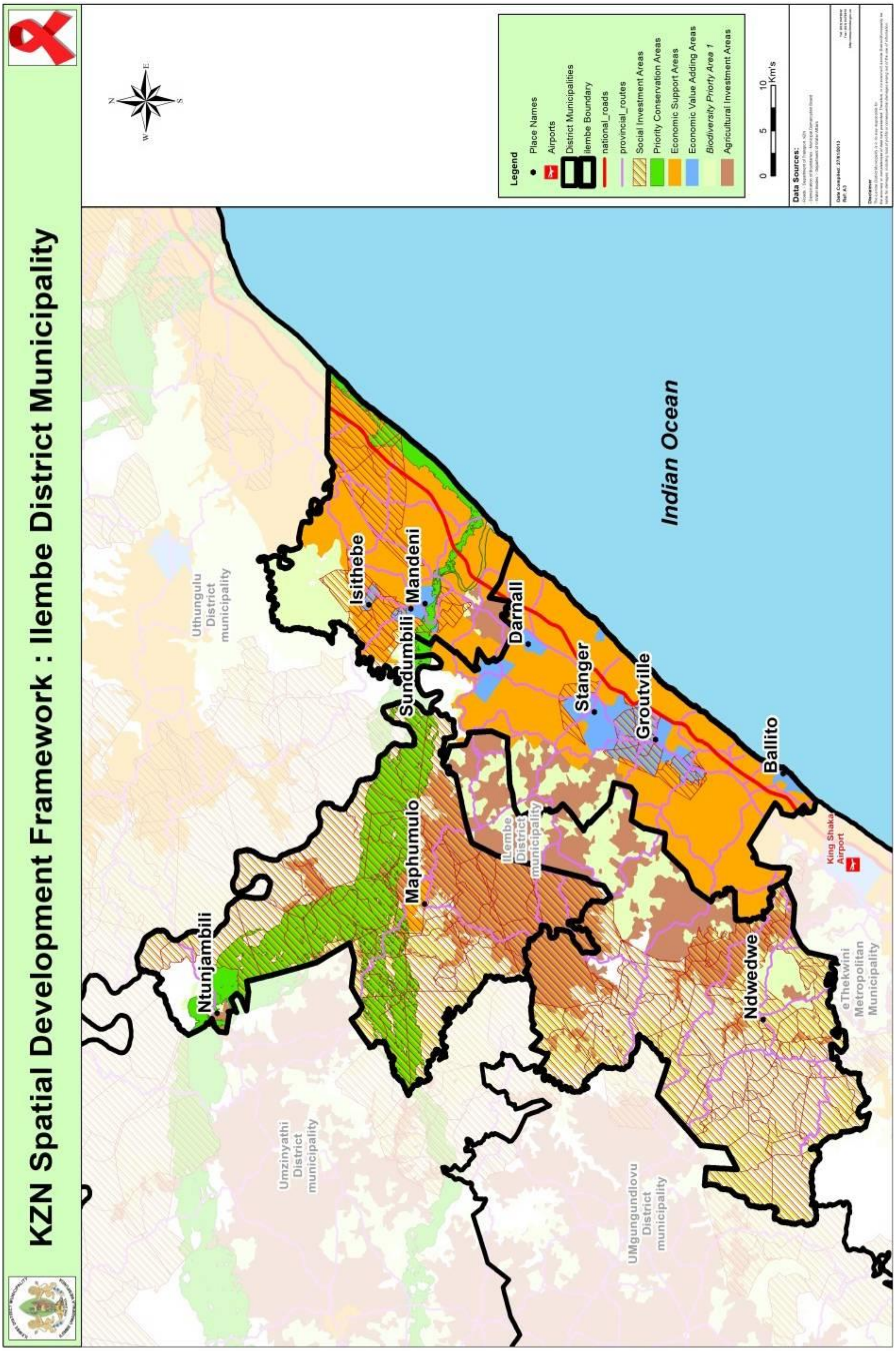

MAP 20:KZN SDF

5.3.4 ILEMBE REGIONAL SPATIAL DEVELOPMENT PLAN (IRSDP)

The iLembe Regional Spatial Development Plan (IRSDP) is the principal planning tool of the municipality for guiding long term development and growth. The IRSDP forms part of a package of plans that ranges from municipal wide strategic level plans to detailed local level plans and land use schemes at Local Municipal level. The IRSDP is informed by the NDP as well as the PGDS and is in line with the broad objectives of these two strategic policy documents. As part of the package of plans, the IRSDP is critical in order to give effect to the iLembe Spatial Development Framework and to manage and influence development activities within the entire district. The diagram below illustrates the 5 pillars on which the IRSDP is premised. These are put forward as being essential to achieving sustainability and the desired state.

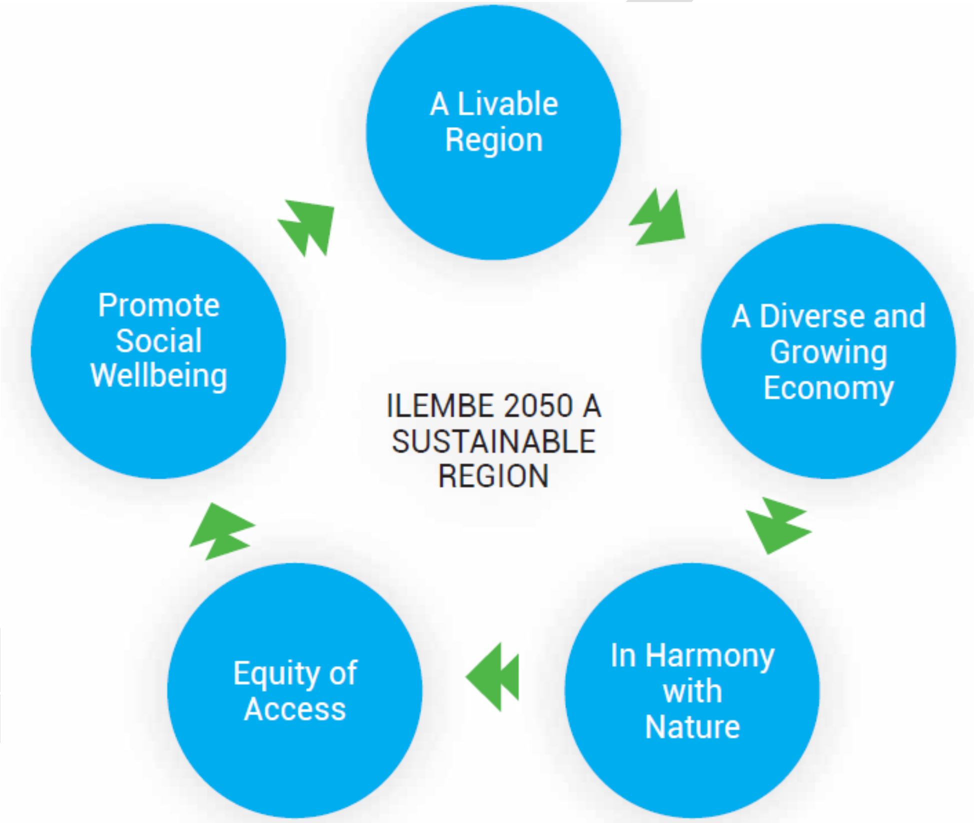

FIGURE 14:5 PILLARS OF THE ILEMBE IRSDP

The above pillars of the IRSDP each have specific key performance indicators and measuring goals (2050 goals) to assist the municipality in measuring the progress of implementing the plan. The goals contained in the plan are linked to the goals contained in the National Development Plan. The KPIs, goals of the IRSDP, and the alignment to the goals of the NDP are illustrated in greater detail on the tables below.

OBJECTIVE	Key Performance Indicators	2050 MEASUREMENTS / GOALS	NDP 2030 GOAL
1: A DIVERSE AND GROWING ECONOMY			
1.1	A diverse economy (range of employment opportunities)	10 to 15% contribution (at least) by each of the four key economic sectors	5.4% growth per annum
1.2	Established green economy	10% of GDP generated by green industries	
1.3	An employed workforce	94% of workforce employed (formal and informal sector)	6% unemployment
1.4	livable household incomes	95% of households above household subsistence level	Increase proportion of national income for poor
2: A LIVABLE REGION			
2.1	Choice in activities	100% of households have access to a full range of amenities within 15 minutes travel	Better quality public transport
2.2	Choice in accommodation	100% of households appropriately accommodated	Upgrade all informal settlements
2.3	Choice in movement	80% of population within 5 minute walk from a component of an integrated transport system	Better quality public transport
3: HARMONY WITH NATURE			
3.1	Access to nature	All households have access to an open space resource (active or passive) within one kilometer	Target for land under protection
3.2	Management of key threatened and endangered landscapes	100% of endangered and threatened landscapes under management (otherwise referred to as critical biodiversity areas and ecological support areas)	Target for land under protection
3.3	Green development	By 2025, all new development and existing structures are 40% less carbon intensive than 2010 footprints and all will be 70% less carbon intensive by 2050.	Zero emission building standards
3.9	Control of Alien Invasive	Alien plant infestation is reduced by 50% by 2020 and 100% by 2050.	

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OBJECTIVE	Key Performance Indicators	2050 MEASUREMENTS / GOALS	NDP 2030 GOAL
3.5	Green Jobs and Employment	10 000 new green jobs created by 2030 and 20 000 new green jobs created by 2050	
3.9	Climate Change Risk Assessment	By 2015 all climate change related risks will be identified, with clear mitigation and adaptation plans in place.	
3.5	Recycling and Waste Minimisation	All waste will be recycled and/or biodegradable such that no waste enters landfill sites by 2050.	Reduction in waste to landfill
4: EQUITY OF ACCESS			
4.1	Access to urban infrastructure	100% off households in settlement areas have access to urban infrastructure (grid or off-grid)	90% access to electricity grid, all access to water
4.2	Ease of access to amenities	80% of population within 15 minute walk from range of amenities (permanent or periodic)	Better quality public transport
4.3	Ease of access to work opportunities	100% of the population will be within an average of 30 minutes travel time to places of employment.	People living closer to work
4.4	Promoting global connectivity	Universal access to ICT and broadband within 15 minutes travel	
5: PROMOTE SOCIAL WELL-BEING			
5.1	Build human capital	All children and young adults have equal access to relevant educational institutions in the District	80-90% of learners 12 years of schooling
5.2	Promote social development (greater levels of equality)	Substantially reduce the levels of inequality in terms of income and access to social services	
5.3	Ensure food security	All households in the District have food security.	

TABLE 38:ILEMBE ALIGNMENT TO THE NDP GOALS

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PHASING

Considering the long term development trajectory of the IRSDP (2050), it was critical that a phased approach to implementation was adopted. In this regard, the plan has three phases of development; short-term (present-2020), medium-term (2020-2030), and long-term (2030-2050). The basic approach followed in developing the phasing process was to identify key "drivers" and "triggers" of development that will ensure the long terms vision is realised. In the phasing process drivers and triggers were defined as follows:

- **Driver:** A driver is an activity or a series of activities, whether in a specific sector or across sectors, that can be sustained over an extended period of time and in so making a positive contribution to development in an area in general.
- **Trigger:** A major development event that will be catalytic in nature on sub-regional or regional level. Different types of triggers exist such as specific developments, infrastructure developments, institutional structures or structuring or economic investments.

The diagram below indicates the general focus areas over the short, medium, long term phases of the IRSDP.

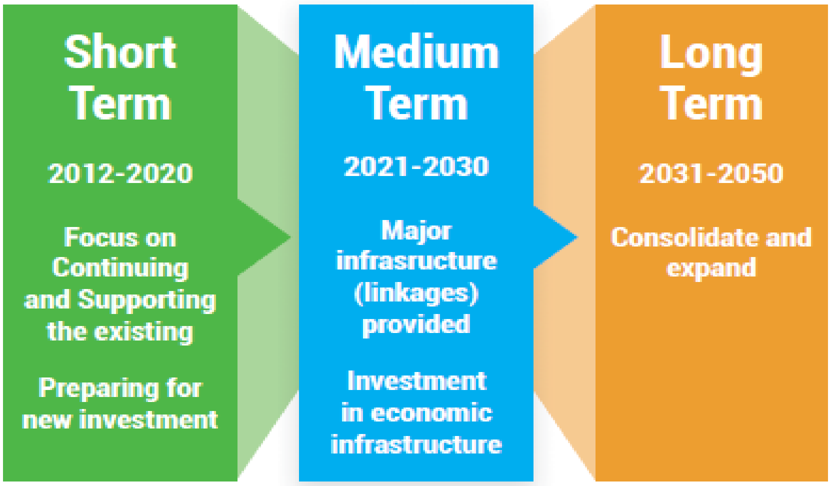


FIGURE 15:IRSDP FOCUS AREAS OVER THE SHORT, MEDIUM, LONG TERM PHASES

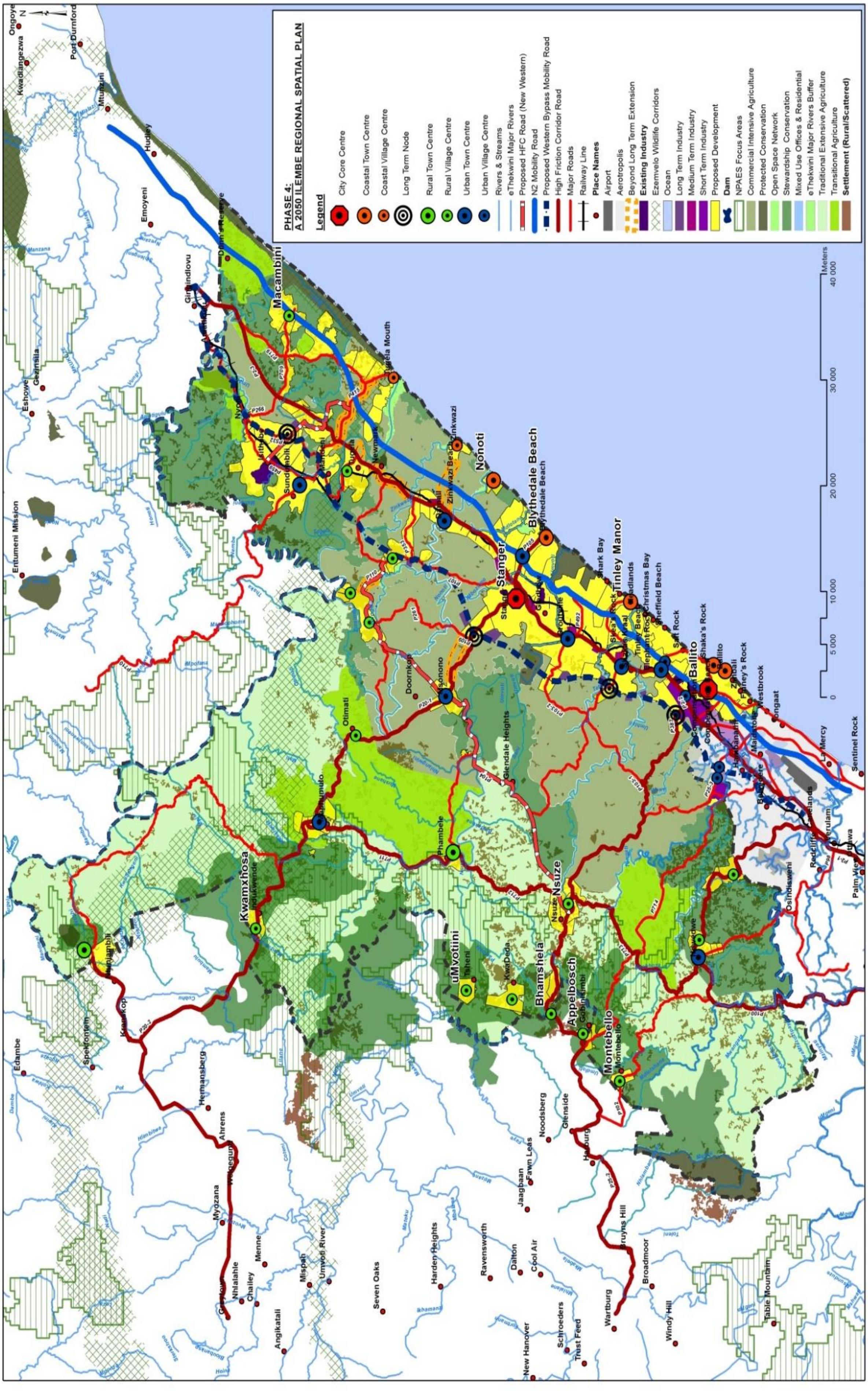
URBAN GROWTH BOUNDARY

The IRSDP introduces an Urban Growth Boundary which essentially is meant to regulate growth in specific areas. The process of delineating the growth boundary is informed by, inter-alia, the following factors:

- Growth pressure (Anticipated growth must have sufficient capacity within the Urban Growth Boundary)
- Potential for growth deflection (constrained urban edges can push growth elsewhere)
- Projection of high potential agricultural land
- Infrastructure capacity
- Fiscal capabilities and fiscal strength (realistic growth relative to local economic base)

Therefore, based on the above, the plans for iLembe will comprise a series of Urban Growth Boundaries in order to manage growth over the projected time period. As such, there will be an Urban Growth Boundary for the Short-Term; an extended Urban Growth Boundary for the Medium-Term; and a Long-Term Urban Growth Boundary. In addition, the concept embodied in the Regional Plan is that all development, especially residential development, should be compacted within a convenient walking distance of those major roads with public transportation. Consequently the Long-Term Urban Growth Boundary in effect becomes an Urban Edge.

The overleaf map illustrates the long term spatial development vision of iLembe (Vision 2050).



MAP 21:LONG TERM DEVELOPMENT

5.3.5 SPATIAL DEVELOPMENT FRAMEWORK (SDF)

The Spatial Development Framework (SDF) is the legislated component of the iLembe's IDP that prescribes development strategies and policy guidelines. The iLembe Council adopted their reviewed spatial development framework on the 15 June 2010. The SDF serves as the basis upon which the District evaluated all planning applications as well as determines the current and future bulk infrastructure supply. The review of the iLembe SDF has been finalized in the current (2016) calendar year. Below are some of the key policy and spatial issues that have been extracted from the iLembe SDG.

5.3.5.1 SPATIAL DEVELOPMENT PRINCIPLES

The diagram below illustrates how the spatial strategies adopted in the iLembe SDF are underpinned by SPLUMA and PGDS principles. This is essential to, inter alia, coordinate actions and investments to ensure maximum positive impact from the investment of resources by different organs of Government. This will also serve to avoid duplication of efforts by different departments and spheres of Government. Ultimately, the spatial strategies seek to ensure the effective utilization of resources, including land, water, energy, finance, natural resources etc.

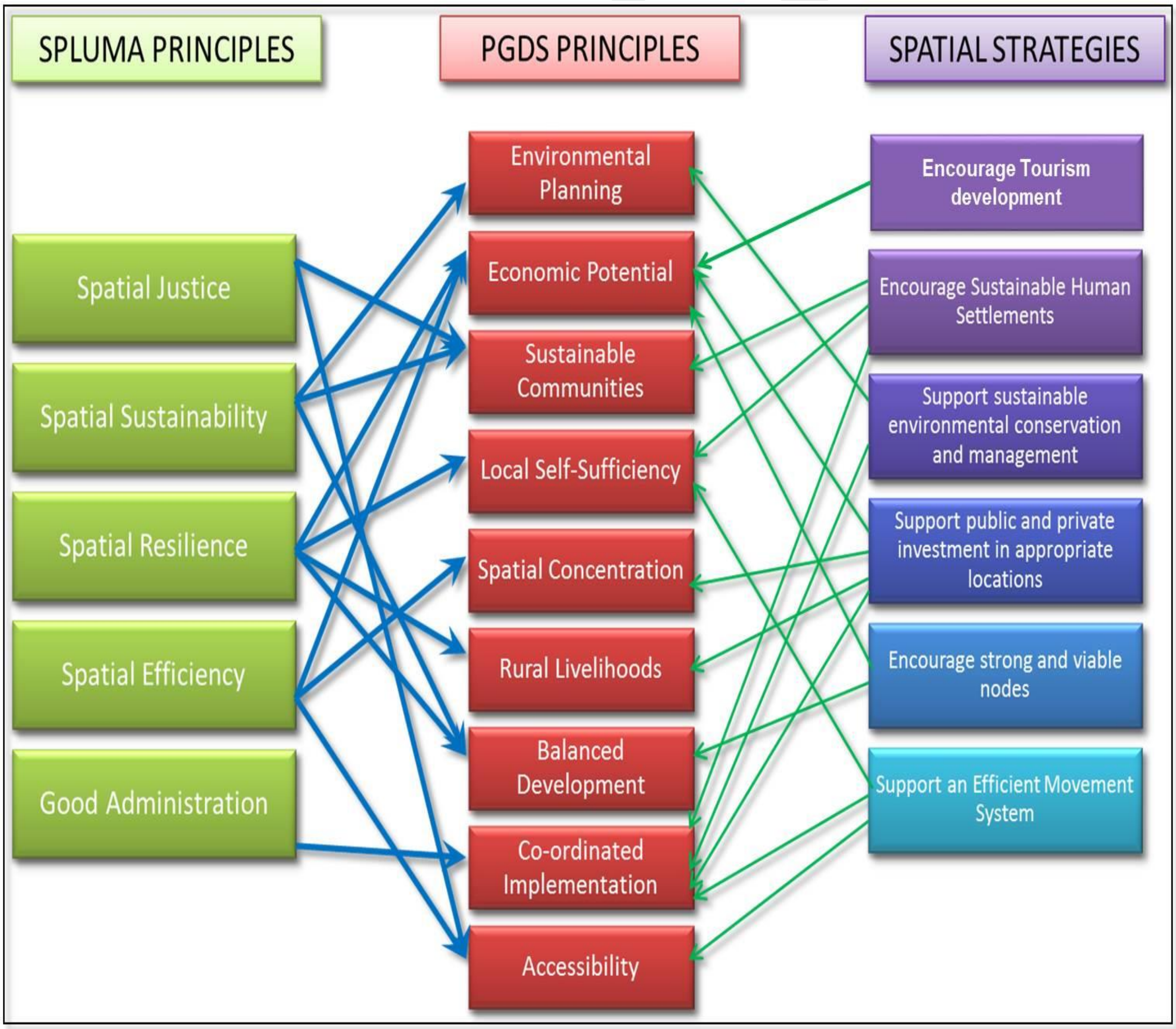


FIGURE 16: SPATIAL STRATEGIES

5.3.5.2 PROPOSED NODES

In developing the iLembe SDF, as assessment of Local Municipal SDFs was undertaken, with the objective of highlighting areas of alignment and, where they existed, indicate inconsistencies. A key observation was that Local Municipalities do not have common terminology for their nodes as well as their development corridors. It was therefore necessary that the District SDF developed a nodal hierarchy which would be replicated by Local Municipalities in their subsequent SDF reviews.

The following terminology for nodal development has been proposed:
In developing the iLembe SDF, as assessment of Local Municipal SDFs was undertaken, with the objective of highlighting areas of alignment and, where they existed, indicate inconsistencies. A key observation was that Local Municipalities do not have common terminology for their nodes as well as their development corridors. It was therefore necessary that the District SDF developed a nodal hierarchy which would be replicated by Local Municipalities in their subsequent SDF reviews. The following terminology for nodal development has been proposed:

NODE	DESCRIPTION	IDENTIFIED AREAS
City Core Centre	City Core Centre is the single biggest economic driver of the regional economy. It is the centre of the region's retailing, banking and financial services and the civic and cultural heart of the city.	Stanger Ballito
Urban Town Centre	An urban town centre refers to the commercial or geographical centre or core area of a town. They are traditionally associated with shopping or retail. They are also the centre of communications with major public transport hubs such as train or bus stations. Public buildings including town halls, museums and libraries are often found in town centres.	Maphunulo Ndwedwe Darnall Groutville Sundumbili
Urban Village	An urban village is an urban development typically characterized by medium-density housing, mixed use zoning, good public transit and an emphasis on pedestrian and public space.	Umhlali Compensation Lower Tugela
Coastal Town Centre	Coastal towns are small centres that vary in size and have a population ranging from 3,000 people. Coastal towns offer a range of services and facilities which may include a commercial, retail town centre, suburbs, parks, playing fields and caravan parks. A main street, churches and education institutions as well as medical facilities are also available. While each coastal town has a unique character based on its setting they are in general identified by their visual connections to the landscape and the coast, being located directly adjacent to the foreshore, centrally and conveniently located community facilities and public spaces.	Nonoti Blythedale Tinley Manor Compensation Ballito
Rural Town Centre	The term "rural town center" can refer to historic Main Streets as well as newer developments in which a variety of jobs, housing, retail, and services are concentrated	Ntunjambili KwaMxhosa KwaDeda Otimati Qinisani Montebello Umvoti
Rural Village Centre	Rural Village Centres are areas that have the most potential for evolving into mixed-use centres" with ability to attract and support local commercial development as well as community services and amenities (e.g. schools, community centres, libraries, etc.) and support regular transportation service	Macambini Mdlebeni Gungu

TABLE 39:TERMINOLOGY FOR NODAL DEVELOPMENT

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5.3.5.3 PROPOSED CORRIDORS

One of the major structuring elements determining the existing and future concentration of development, activity and investment in a municipality are the corridors. A mixture and a hierarchy of the mentioned corridors should be provided to facilitate different levels of developmental and movement functions.

Although the main objectives of corridors are to achieve integration, improve access and provide investment opportunities, it should allow for controlled development through the development of local area plans, corridor development plans etc. A corridor development generally exhibits a strong relationship between the transportation route and the surrounding land uses. In this regard, more intensive development and economic activities tend to be concentrated, at least initially, in nodal areas. The spatial framework movement pattern has a hierarchy of corridors, namely, primary, secondary and tertiary. The following corridors are proposed in SDF:

TERMINOLOGY	CORRIDOR DESCRIPTION	IDENTIFIED CORRIDOR
Primary corridor	Corridor with very high economic growth potential within all three sectors which serves areas of high poverty densities.	N2 has been identified as a primary corridor, linking KwaDukuza and Mandeni Local municipalities to the Dube Trade Port And Airport facilities as well as the Durban and Richardsbay ports.
Secondary corridor	A corridor serving areas of high poverty levels with good economic development potential within one or two sectors	The R102, has been identified as a secondary corridor. It provides access to whole of ILembe and the focus of a number of settlements that have emerged in the area over time. Other secondary corridors Identified includes P387 which links Ballito, Driefontein and Ndwedwe, the Proposed western bypass for easing traffic flow, P711 which links Maphumulo LM to Ndwedwe LM and R74 which links KwaDukuza to Maphumulo and it also extends to Umzinyathi DM. Collectively, these routes are linked to the N2 which provides access to other economic opportunities.
Tertiary corridor	Corridors providing major local linkage and connecting local communities into the primary and secondary corridor system,	R74 from Maphumulo to Umzinyathi via KwaMxhosa is identified as tertiary corridor as it connects ILembe DM to Umzinyathi DM which is rich in agricultural activities. P387 from Qinisani to Bhamshela is also identified as a tertiary corridor or an agricultural corridor linking Ndwedwe LM to UMgungundlovu which is also identified as an area with high agricultural activities.

TABLE 40:PROPOSED CORRIDORS IN SDF

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5.3.5.4 STRATEGIC INVESTMENT AREAS

The strategic investment area refers to areas that have been identified for targeted investment and improvement. The municipality has identified 3 sectors for strategic investment that can be drivers of economic development, these include the Agricultural sector (including agri-processing) and land reform, the Industrial sector and the Tourism sector.

A) Agricultural sector

The impact of the agricultural sector is viewed as the foundation for unlocking the economic potential of the rural areas in the District and the municipal's LED strategy has identified the agricultural sector as one of the 5 key economic drivers. The sector accounts for a large amount of the land use and is predominantly sugar-cane related. In addition to that, the key interventions have been identifies and include:

- Identification and secure of high potential agricultural land in traditional council areas
- Establishing Agri-hubs in appropriate locations throughout the District (Linked to Agriparks concept)
- Facilitating market production

The role of the SDF is to identify spatially the agricultural investment areas and in relation to economic opportunities. These are identified per local municipality and illustrated in greater detail in the comprehensive SDF that is annexed to this document.

B) Tourism Investment Areas

The focus of the municipality is to promote tourism development especially along the nodes and corridor where they would be easily accessible. Therefore, tourism infrastructure and product development should be focused on themed routes and nodes which could include: -

- Wildlife routes, incorporating the mass ecotourism destinations as well as coastal routes.
- Angling Route, incorporating top recreational fishing spots e.g. and other popular fishing destinations.
- Zulu Cultural Heritage Route.

C) Industrial Investment Areas

The manufacturing sector in ILembe has been identified as one of the economic pillars and is divided into two sectors, Primary sector which comprises of heavy industries such as sugar and paper mill production. The Secondary sector activities include light industries and most of these industrial uses are concentrated in KwaDukuza, Isithebe, and Darnall. KwaDukuza is the centre of an extensive sugar cane growing area, and also includes the Sappi Paper Mill. Isithebe, situated in Mandeni is one of the largest industrial estates in the Province, it was set up as a decentralised industrial park. Focal point is the investment in the clothing and textile sector. These encompass a wide range of business opportunities including printing and publishing, paper, plastics, packaging, metal products, chemicals, oils. To further bolster this sector, it is essential for the family of municipalities to devise an incentive scheme for industrial development. The declaration of Isithebe as an Industrial Development Zone will be a catalyst for attracting manufacturing into the area.

The overleaf Map illustrates the ILembe SDF 2015/16.

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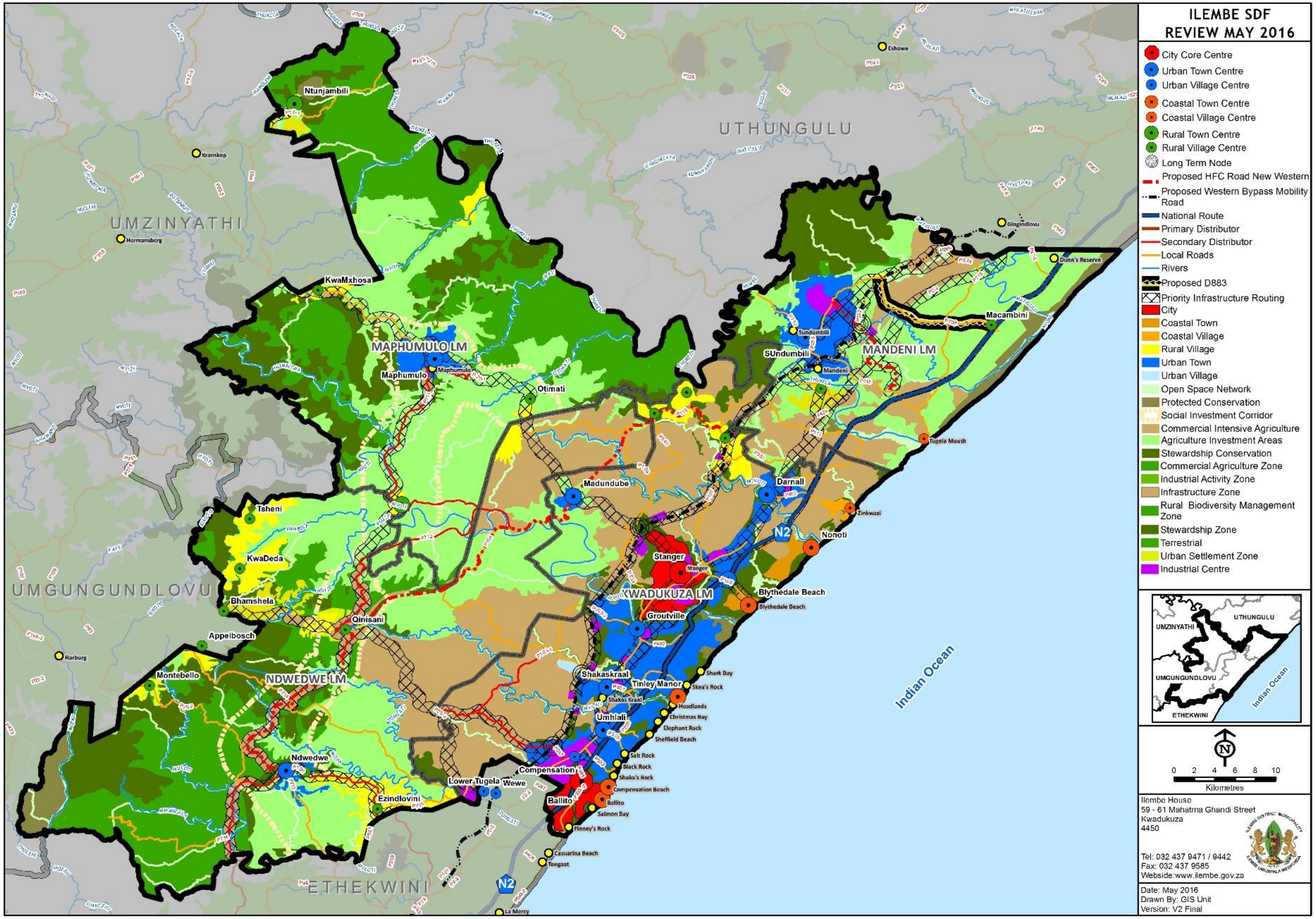

MAP 22: ILEMBE SDF 2015/16

CHAPTER 6: ILEMBE BUSINESS UNIT PLAN'S

The iLembe District Municipality strives to achieve internal alignment with each business unit as well as alignment with Provincial and National Departments. In this way the District attempts to act as a single window for implementation, for government's programmes and projects. To achieve this Municipality has aligned key performance areas with the 5 National KPAs.

KEY PERFORMANCE AREAS OF THE MUNICIPALITY ARE AS FOLLOWS:
6.1 Monitoring Evaluation and Sustainable Environment
6.2 Transformation and Institutional Development
6.3 Service Delivery & Infrastructure Development
6.4 Good Governance and Public Participation
6.5 Local Economic Development
6.6 Municipal Financial Viability and Management

In doing this, the Municipality has clearly aligned identified challenges with key performance areas as an element of the Performance Management System which includes Service Delivery and Budget Implementation Plan and the individual Performance Plans for Section 57 Management and all other Senior Managers. The performance of the Municipality is therefore dependent on the performance of all management. All key performance area is deliberately aligned with champions, as directors of each Section in Chapter 6 of the IDP. In this instance Senior Section 57 Management champion a section aligned with the individual Performance Plan.

Historically the Council has been using the Service Delivery Budget Implementation plan (SDBIP) as a performance management tool for the business. The management team in the forthcoming year will explore the implementation of a performance management tool that is reflective of both the Council and that of individuals within the District.

6.1 MONITORING EVALUATION AND SUSTAINABLE ENVIRONMENT

OVERVIEW

The Office of the Municipal Managers Office facilitates the development of the Council's Strategic Framework as well as ensures that the performance management mandate is effectively delivered. Further, the office ensures that the Strategic Framework is monitored and evaluated regularly in order to ensure alignment with the Organisational Performance Plan. The Office of the Municipal Manager is made up of four sub units Planning, Performance Management, Risk Management and the Internal Audit unit.

CHALLENGES

The Office of the Municipal Manager must balance increasing demands with limited resources and increasing in costs. The Office must also ensure that it has the appropriate skills and capacity to ensure effective service delivery. Further, the office must ensure that the Council's performance is in accordance with National and Provincial Key Performance Areas.

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Planning and IDP

- Limited internal resources to fund Planning projects- grant dependency
- Need for greater Political involvement in the IDP public participation process
- Human Resource capacity limitations.

Performance Management

- No automotive system currently working on a manual system.
- Budget constraints.
- Limited office space.
- Lack of proper storage facilities for documentation.
- Inadequate supply of stationery.

Internal Audit

- Insufficient and Lack of budget to outsource projects
- Non-availability of Audit management tool (internal audit system)
- Lack of Computer Assisted Audit Techniques (CAAT's)
- Quality Assurance Review (QAR) not yet done
- Inadequate capacity (i.t.o. mixture of skills, vacant positions)
- Lack of Training & Development to keep abreast of developments within the ever-evolving IA profession.

Enterprise Risk Management

- Capacity constraints (Business Continuity Plan Coordinator).

OBJECTIVES

To ensure institutional capacity is sufficient to meet Council's constitutional obligation and to provide sustainable basic services. In addition to ensure that the Region is able to retain and attract existing and new business into the area.

ILEMBE PLANNING SHARED SERVICES

ILembe Planning Shared Services has moved beyond the establishment phase. This is due to the fact that all posts as per the organogram have been filled. The Shared Services staff have made a significant impact on the institutional planning, capacity of the district and local municipalities within the family.

The key areas of focus for the Shared Services:

- Strategic Planning and Spatial Planning
- Mentoring and Capacity Building
- GIS Capacity and Environmental Management.

The district continues to achieve such high standards largely through the support of COGTA.

The following each Department, has a detailed table presenting the summarised five years Implementation Plan for the iLembe District Municipality with committed departmental financial resources.

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6.2 MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT

OVERVIEW

The Corporate Services Department is to provide professional and appropriate support to the other Business Units of the Municipality. This will in turn ensure that each Business Unit becomes well poised to champion the service delivery processes that they are responsible for.

The department will also reflect on its assigned administrative functions, identify challenges and develop short, medium and long term plans that will serve as the strategic blueprint going forward.

The Department renders support service to other Business Units of the Municipality in order to effectively deliver services to the community through the following functions:

- Support Services / Council Support
- Human Resources Management
- Legal services
- Health and Safety
- ICT

CHALLENGES

- Recruitment:
  - Recent increase of vacancy rate by 14%, higher than the required norm of 10%
  - Task Remuneration system not helpful in attracting and retaining skilled personnel
  - Compliance with the EEP not adequate
  - Old job descriptions

- Training:
  - Shortage of Training Venues
  - Limited budget for training
  - Non-compliance by staff with the skills questionnaire form which affect WSP
  - Shortage of vehicles to transport Councillors, staff, and external learners to training venues

- Labour Relations
  - Distrust between Shop Stewards and Management
  - Historical unending disputes

- EAP
  - Wellness programmes affected by Austerity Measures
  - Insufficient Supervisory support to EAP employees
  - Backlog / outstanding medical examinations: threat to Pension Benefits
  - NJMPF & SALGA dispute on defined contribution vs defined benefit issue
  - GEPF delays and a difficult system of processing of claims
  - Non-registering of beneficiaries by employees

- Support Services
  - Disregard of the Fleet Management Policy by staff.
  - Not conducive office environment
  - Lack of accessibility of municipal offices by people that are specially enabled (Lift)
  - Lack of Office Space and parking
  - Ablution facilities that are over allocated

- Lack of fleet mechanical workshop
- Lack commitment by some of cleaning staff
- Financial constrains to conduct renovation particularly satellite offices and Auditorium
- Lack of a proper Council Chamber

- Health and Safety
  - The restructuring of the Municipal Health Services Organogram;
  - Enforcement of uniform approach throughout the District;
  - Equitable sharing of human resources and services throughout the district
  - Non transparency re allocation of equitable share for En. Health (Community Services)
  - Limited network connectivity at remote Health and Safety offices.
  - Inadequate knowledge of peace office status
  - Lack of Air Quality Management Plan

- ICT
  - Poor Attendance Of ICT Awareness Sessions By Departments
  - Acquisition Of ICT Systems By Departments Without Involvement Of The ICT Unit
  - Lack Of Management Of SLAs for some ICT Systems
  - Lack Of Budget For Training Of ICT Staff
  - Expired ICT Master System Plan
  - Lack Of The Consolidated ICT Municipal Systems
  - Inability to retain IT Staff

- Legal Services
  - Any delay by other departments in alerting the Unit about litigations against the municipality places the municipality at risk; and
  - Lack of access to research tools compromises the work of the Unit.

DEPARTMENTAL OBJECTIVES

- To establish an efficient and productive administration
- To ensure a sustainable and healthy environment
- To provide and maintain an effective Document Management System
- To ensure effective governance through regular Council meetings
- To provide legal advice and ensure resolution of legal matters against and/or on behalf of the municipality
- To provide an innovative, effective and efficient Information and Communication Technology service.

6.2.1 IMPLEMENTATION PLAN

5-Year Capital Investment Plan forms part of the Implementation Plan (as reflected in the table below).

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KPA 1: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT

NATIONAL OUTCOME 4: DECENT EMPLOYMENT THROUGH INCLUSIVE ECONOMIC GROWTH. 5: A SKILLED AND CAPABLE WORKFORCE TO SUPPORT AN INCLUSIVE GROWTH. 9: RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT

PGDS GOALS: 1: INCLUSIVE ECONOMIC GROWTH 2: HUMAN RESOURCE DEVELOPMENT

ILEMBE DGDP PRIORITY: EFFECTIVE GOVERNANCE, POLICY AND SOCIAL PARTNERSHIPS

IDP Ref.	5 Year Strategic Objective	Project	KPI	Baseline	5 Year Target	Year 1 Target	Year 2 Target	Year 3 Target	Year 4 Target	Year 5 Target	Total Budget	MTEF (2017-2020)		
												2017/18	2018/19	2019/20
MTI01	**To establish an efficient and productive administration**	Recruitment	Vacancy rate	14% Vacancy rate	Maintain vacancy rate under 12%	Maintain vacancy rate under 12%	Maintain vacancy rate under 12%	Maintain vacancy rate under 12%	Maintain vacancy rate under 12%	Maintain vacancy rate under 12%	Salaries	Salaries	Salaries	Salaries
			Employment equity plan	EE Plan adopted in 2011	Adoption of EE Plan in 2017/18 & annual implementation	formulation, adoption and implementation of EE Plan	Implementation of EE Plan	Implementation of EE Plan	Implementation of EE Plan	Implementation of EE Plan	Salaries	Salaries	Salaries	Salaries
			Human Resource Plan	HR Plan adopted in 2015/16	HR Plan adopted in 2017/18	Development and adoption of HR Plan	Implementation of HR Plan	Implementation of HR Plan	Implementation of HR Plan	Implementation of HR Plan	Salaries	Salaries	Salaries	Salaries
		Skills retention	Retaining a professional, skilled, and dedicated workforce	New measure	a) Reviewed skills retention policy b) Develop scarce skills policy	Review skills retention policy	Develop and adopt scarce skills policy	N/A	N/A	N/A	Salaries	Salaries	Salaries	Salaries
			Municipal bursary policy	New measure	Bursary policy developed and	Develop and adopt bursary policy	Implement bursary policy	Implement bursary policy	Implement bursary policy	Implement bursary policy	Salaries	Salaries	Salaries	Salaries

					implemented									
		Skills development	Provision of training & development programmes through formal education, COGTA, SALGBC, & SETA approved programmes	87% of approved WSP	100% of approved WSP/ other approved training	90%	92%	95%	97%	100%	TBC	TBC	TBC	TBC
			District Human Resource Development Strategy	New measure	Development, Adoption and implementation of the District Human Resource Development Strategy by 2017/18	Development and adoption of District HR development strategy	Implementation of HRD strategy	Implementation of HRD strategy	Implementation of HRD strategy	Implementation of HRD strategy	Salaries	Salaries	Salaries	Salaries
		Wellness programmes	EAP Programmes	4 Annually	20	4	4	4	4	4	Salaries	Salaries	Salaries	Salaries
		Individual PMS	Cascading of Individual PMS	New measure	Adoption of individual PMS Policy by 2017/18 and cascading down to task grade 10	Adoption Individual PMS policy	Cascading of Individual PMS to Task grade 15	Cascading of Individual PMS to Task grade 14	Cascading of Individual PMS to Task grade 12 & 13	Cascading of Individual PMS to Task grade 11 &10	Salaries	Salaries	Salaries	Salaries

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		OH&s Plan	Development and implementation of a sustainable OH&S Plan and policy	New measure	Develop, Adopt & implement Policy and Plan.	Development of policy and plan	Adoption of policy and plan	Implementation OH&S Plan and policy	Implementation OH&S Plan and policy	Implementation OH&S Plan and policy	Salaries	Salaries	Salaries	Salaries
		Municipal buildings	Conduct Feasibility study for new municipal offices	New measure	Approval of feasibility study by 2020/2021	Appointment of service provider to conduct feasibility	Commence the process of Conducting feasibility study	Complete feasibility study	Approval of feasibility study	N/A	TBC	TBC	TBC	TB C
		Fleet management	Fully developed mechanical workshop for municipal fleet	New measure	Fully functional mechanical workshop by year 2020/2021	Identification and acquisition of site	acquisition of site	Construction of workshop and procurement of equipment	Mechanical Workshop developed & fully functional	N/A	TBC	TBC	TBC	TB C
MTI02	**To ensure a sustainable and healthy environment**	Water samples	Number of water samples taken and analysed	297 annually (2015/16)	1000	200	200	200	200	200	44800	49280	54208	59700
		Municipal Health services	% of all applications received and processed within 14 working days	100%	100%	100%	100%	100%	100%	100%	Salaries	Salaries	Salaries	Salaries
		Municipal Health services	Number of food handling premises inspected	600	3000	600	600	600	600	600	Salaries	Salaries	Salaries	Salaries
		Municipal Health services	Number of health education awareness campaign held	48	250	50	50	50	50	50	6720	7392	8130	8950

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		Municipal Health services	Number of vector control sites serviced	300	1500	300	300	300	300	300	2000 0	22000	24200	26400
		Municipal Health services	% of reported notifiable diseases investigated	New measure	100%	100%	100%	100%	100%	100%	Salari es	Salari es	Salari es	Salari es
MTI03	**To provide and maintain an effective Document Management System**	Records management	Fully implemented electronic records Management System	New measure	100% by year 4	25% electronic	50%	75%	100%	N/A	TBC	TBC	TBC	TB C
MTI04	**To ensure effective governance through regular Council meetings**	Coordination of Council Meetings	% of total scheduled meetings of Council that are actually conducted	100%	100%	100%	100%	100%	100%	100%	Salari es	Salari es	Salari es	Salari es
MTI05	**To provide legal advice and ensure resolution of legal matters against and/or on behalf of the municipality**	Legal Matters	Turnaround time for legal matters (formal objection/service level agreements)	1 month	1 month	1 month	1 month	1 month	1 month	1 month	Salari es	Salari es	Salari es	Salari es
MTI06	**To provide an innovative, effective and efficient Information and**	ICT strategy	Development, adoption and implementation of ICT Strategy	New measure	Developmen t, adoption and implementa tion of ICT Strategy by 2021/2022	Develop and adopt ICT strategy	Implementa tion of ICT Strategy	Implementa tion of ICT Strategy	Implementa tion of ICT Strategy	Implementa tion of ICT Strategy	Salari es	Salari es	Salari es	Salari es

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	Communication Technology service.	Governance framework	Review , adopt and implement IT Governance Framework	Adopted in 2012	Review, adopt and implement IT Governance Framework	Review IT governance framework	Adoption of the reviewed IT governance framework	Implementation of IT governance framework	Implementation of IT governance framework	Implementation of IT governance framework	Salaries	Salaries	Salaries	Salaries
		ICT infrastructure	Assessment and maintenance of ICT infrastructure	Assessment conducted in 2016	Annual Maintenance of ICT infrastructure and assessment conducted in 2019/2020	Maintenance of ICT infrastructure	Maintenance of ICT infrastructure	Assessment and Maintenance of ICT infrastructure	Maintenance of ICT infrastructure	Maintenance of ICT infrastructure	940 000	R200 000	360 000	400 000
			Fully Effective and efficient telephone management system implemented	New measure	Fully effective and efficient telephone management system implemented	Commencement of procurement processes	Implementation of the telephone management system	Implementation of the telephone management system	Implementation of the telephone management system	Fully effective and efficient telephone management system implemented	1 260 000	500 000	360 000	400 000
			Fully functional Biometri System	New measure	Development, Installation and implementation of biometri system	Consultation with stakeholders	Development, Installation and configuration of system	Implementation of biometri system	Implementation of biometri system	Implementation of biometri system	1 300 000	800 000	240 000	260 0000

TABLE 41:INSTITUTIONAL TRANSFORMATION AND ORGANISATION IMPLEMENTATION PLAN

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6.3 SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT

OVERVIEW

In 2004 the District became the Water Services Authority and Water Services Provider for the iLembe region. The role of the Technical Services Department is to provide water and sanitation services throughout the district thereby eliminating backlogs.

The Technical Services Department is sub-divided into two divisions:

- Planning and Development (Technical Services, Project Management and Demand and Contracts Unit)
- Operations and Maintenance (Water Quality and Water Services Unit)

CHALLENGES

Aged Infrastructure

- **Backlogs** (households without access to water and sanitation)
- **Financial Constraints** – The DM does not have sufficient funding to implement all the water and sanitation projects that are required to service the backlogs and cater for the new developments. This is attributed to the fact that the District is mostly rural and tends to rely on Grants to implement projects.
- **Bulk Water Sources** – The development of bulk water sources within the district, especially Dams, has been at the planning stage for a long time. There are only two big rivers that run through the District, namely Thukela and uMvoti. The uMvoti River is at its lowest level due the drought condition that is prevalent in the area. The planning of a dam on uMvoti is being addressed by Water Affairs. The UThukela River is the only river that seems viable as a Regional Bulk Water Source to serve KwaDukuza and Mandeni Municipalities but it is also constrained by upstream abstractions that limit the amount of water that can be used by the DM.
- Skills Migration – Most of the skilled people from the region move to work in urban areas, live in the area with less skilled professional.
- Drought

Capital Projects

- Topography
- Lack of basic bulk water service/sources
- Limited funding
- Insufficient power supply
- Global warming and Sparse settlement patterns

Operations and Maintenance

- Cable theft and Vandalism in general
- Difficult topography
- Lack of community awareness
- Absence of power supply mostly in rural areas
- Funding
- Mechanical and electrical maintenance/repairs
- Telemetry system
- Unavailability of an effective reporting tool
- Customer services

DEPARTMENTAL OBJECTIVES

- To ensure access to potable water for domestic consumption and support local economic development
- To ensure access to basic sanitation for domestic purposes and support local economic development
- Monitor Siza Water concession contract
- Create job opportunities through Infrastructure Project

6.3.1 IMPLEMENTATION PLAN

5-Year Capital Investment Plan forms part of the Implementation Plan (as reflected in the table below).

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KPA 3: BASIC SERVICE DELIVERY

NATIONAL OUTCOME: 8: SUSTAINABLE HUMAN SETTLEMENTS AND IMPROVED QUALITY OF HOUSEHOLD LIFE. 9: RESPONSIVE ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM

PGDS GOALS: 1: INCLUSIVE ECONOMIC GROWTH. 4:STRATEGIC INFRASTRUCTURE

ILEMBE DGDP PRIORITY: EQUITY OF ACCESS & A LIVEABLE REGION

IDP Reference	5 Year Strategic Objective	Project	KPI	Baseline	5 Year Target	Year 1 Target	Year 2 Target	Year 3 Target	Year 4 Target	Year 5 Target	Total Budget	MTEF (2017-2020)		
												2017/18	2018/19	2019/20
BS01	**To ensure access to potable water for domestic consumption and support local economic development**	Water projects to be implemented	% backlog	22%	15% backlog	21%	20%	18%	17%	15%	TBC	TBC	TBC	TBC
		Security of infrastructure	% of municipal infrastructure with security facilities	50% of existing infrastructure is secured.	75%	55%	60%	65%	70%	75%	TBC	TBC	TBC	TBC
		Water Quality and waste water quality reports	No of reports prepared to measure water and wastewater quality	24 reports (12 water and 12 wastewater) in 2015/16 FY	60 Water reports 60 Wastewater reports	24	24	24	24	24	Salaries	Salaries	Salaries	Salaries
		Water Conservation and Demand Management	% unaccounted water (Real Losses)	Real Water Losses 31% (Main leaks, service connection leaks, and Reservoir overflows)	27,5%	29,50%	29%	28,5%	28%	27,5%	TBC	TBC	TBC	TBC
		Implement Telemetry system	% of all new infrastructure with a telemetry system	New measure	100%	100%	100%	100%	100%	100%	TBC	TBC	TBC	TBC

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		Maintain and Replace ageing infrastructure	length of Maintained and/or Replaced ageing infrastructure	49 KM since 2011/12	50km	3km	5km	10km	15km	17km	TBC	TBC	TBC	TBC
		Development of Asset Management Plan - Underground Assets	Approved Asset Management Plan - Underground Assets	New Measure	By 2018/19	Preparation of asset management plan	Approval of asset management plan	N/A	N/A	N/A	TBC	TBC	TBC	TBC
		Development of an Operational and Maintenance Plan	Adopted Operational and Maintenance Plan	New Measure	2018/19	Developing TOR. Procurement of service provider	Develop and Adopt O&M plan	N/A	N/A	N/A	TBC	TBC	TBC	Salaries
BS02	To ensure access to basic sanitation for domestic purposes and support local economic development	Sanitation projects to be implemented	% backlog	20,28%	14%	20%	19%	17%	15%	14%	TBC	TBC	TBC	TBC
BS03	**Monitor Siza Water concession contract**	Monitor and Review Siza Water Contract	Quarterly monitoring reports	4 reports per year	20	4	4	4	4	4	Salaries	Salaries	Salaries	Salaries
BS04	**Create job opportunities through Infrastructure Project**	Jobs created through Infrastructure projects	Jobs created through Infrastructure projects	4543	6000	1200	1200	1200	1200	1200	TBC	TBC	TBC	TBC

TABLE 42:BASIC SERVICE DELIVERY IMPLEMENTATION PLAN

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ILEMBE DISTRICT MUNICIPALITY DORA 2017-18 GRANTS ALLOCATIONS							
NO.	**CAPITAL GRANT DESCRIPTION**	**2017/18**		**2018/19**		**2019/20**	
		INCL. VAT	**ECL. VAT**	**INCL. VAT**	**EXCL. VAT**	**INCL. VAT**	**EXCL. VAT**
1	Expanded Public Works Programme Integrated grant	-1 000 000	-877 193		0	0	0
2	Water Service Operating Subsidy Grant	0	0		0	0	0
3	Municipal Infrastructure grant	-184 126 000	-161 514 035	-195 973 000	-171 906 140	-208 477 000	-182 874 561
5	Rural Households Infrastructure Grant		0	0	0	0	0
6	Water Services Infrastructure Grant	-62 500 000	-54 824 561	-99 500 000	-87 280 702	-107 105 000	-93 951 754
7	Regional Bulk Infrastructure Grant	-145 000 000	-127 192 982	-90 000 000	-78 947 368	-65 000 000	-57 017 544
	Total Capital Grants	**-398 626 000**	**-349 671 930**	**-390 473 000**	**-342 520 175**	**-386 582 000**	**-1 254 682 456**

TABLE 43: DORA GRANTS

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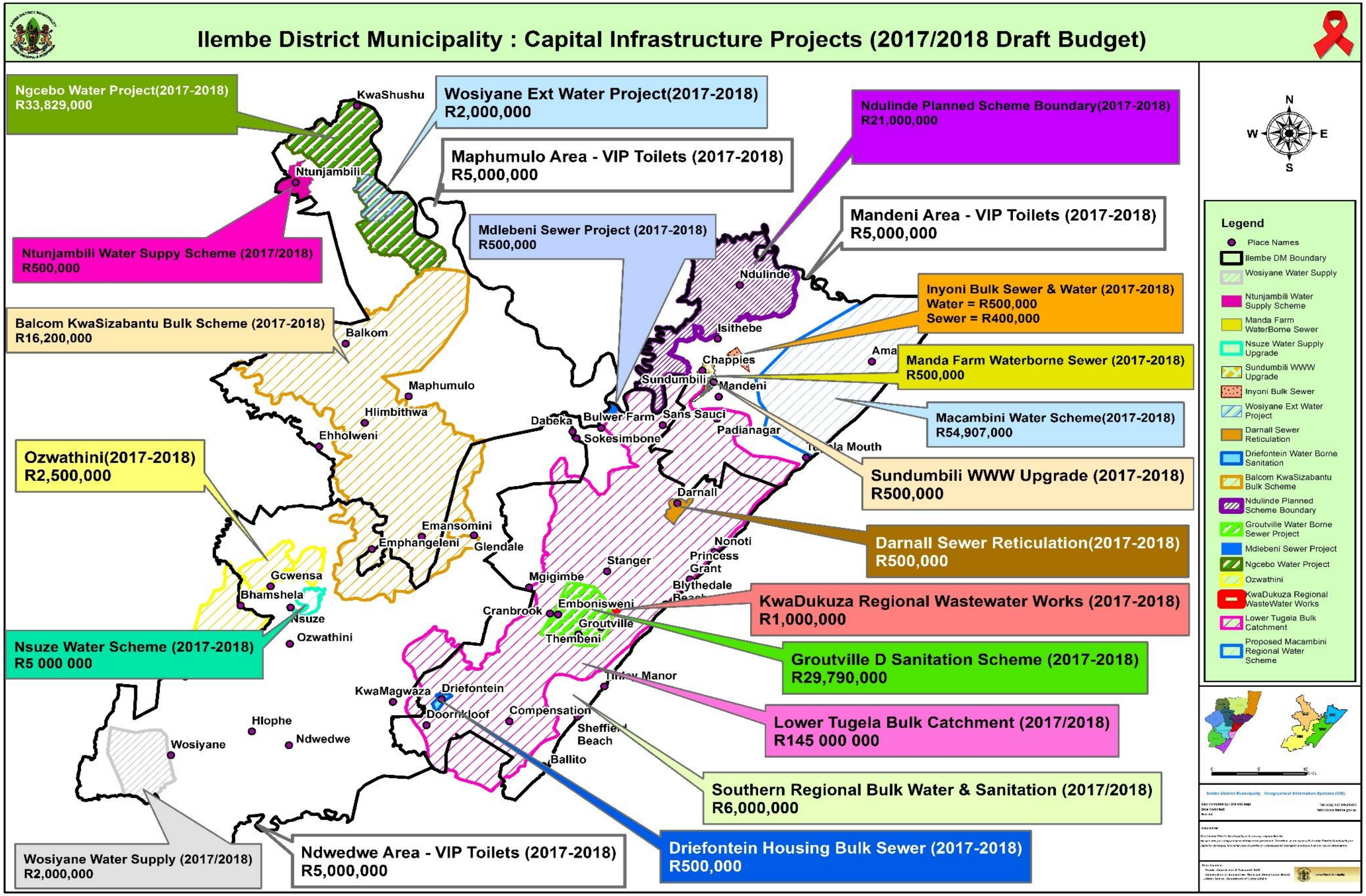

MAP 23:DRAFT CAPITAL INFRASTRUCTURE PROJECTS

DRAFT CAPITAL INFRASTRUCTURE PROJECTS					
Project Name	**Area**	**Funder**	**2017/2018 Budget**	**2018/2019 Budget**	**2019/2020 Budget**
Lower Thukela Bulk Water Supply Scheme	KwaDukuza	RBIG	R 145 000 000	R 90 000 000	R 65 000 000
Old Infrastructure Replacement/Upgrade	District Wide	WSIG	R 51 500 000	R 87 500 000	R 97 105 000
Water Conservation/Water Demand Management	District Wide	WSIG	R 6 000 000	R 6 000 000	R 6 000 000
Nsuze Water Supply Upgrade	Ndwedwe	WSIG	R 5 000 000	R 6 000 000	R 4 000 000
Ngcebo/KwaDukuza Water Supply Scheme	Maphumulo	MIG	R 33 829 000	R 18 000 000	R 10 000 000
Ndulinde Water Supply Scheme	Mandeni	MIG	R 21 000 000	R 20 000 000	R 30 000 000
Macambini Water Supply Scheme	Mandeni	MIG	R 54 907 000	R 60 000 000	R 60 000 000
Balcome/KwaSizabantu Water Supply Scheme	Maphumulo	MIG	R 16 200 000		
Ntunjambili Water Supply Scheme	Maphumulo	MIG	R 500 000	R 5 000 000	R 10 000 000
Ozwathini / Phambela Water Supply (Nondabula Emergency Water Project)	Maphumulo	MIG	R 2 500 000	R 5 000 000	R 5 000 000
Wosiyane Water Supply	Ndwedwe	MIG	R 2 000 000	R 8 973 000	R 10 000 000
Groutville D Sanitation Scheme	KwaDukuza	MIG	R 29 790 000	R 20 000 000	R 20 000 000
Inyoni Bulk Sewer	Mandeni	MIG	R 400 000		
Inyoni Bulk Water	Mandeni	MIG	R 500 000		
Mdlebeni Housing Bulk Sewer	KwaDukuza	MIG	R 500 000	R 5 000 000	R 5 000 000
Driefontein Housing Bulk Sewer	KwaDukuza	MIG	R 500 000	R 5 000 000	R 5 000 000

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Southern Regional Bulk water and Sanitation	KwaDukuza	MIG	R 6 000 000	R 10 000 000	R 12 000 000
Sundumbili WWTW Upgrade	Mandeni	MIG	R 500 000	R 10 000 000	R 10 000 000
Darnal WWTW Upgrade and Reticulation	KwaDukuza	MIG	R 500 000	R 5 000 000	R 5 000 000
KwaDukuza Regional Wastewater Works	KwaDukuza	MIG	R 1 000 000	R 5 000 000	R 7 477 000
Ndwedwe Area - VIP Toilets	Ndwedwe	MIG	R 5 000 000	R 5 000 000	R 5 000 000
Maphumulo Area - VIP Toilets	Maphumulo	MIG	R 5 000 000	R 5 000 000	R 5 000 000
Mandeni Area - VIP Toilets	Mandeni	MIG	R 5 000 000	R 5 000 000	R 5 000 000
Mandafarm Waterborne Sewer	Mandeni	MIG	R 500 000	R 5 000 000	R 5 000 000
Schools Sanitation	District Wide	MIG		R 1 000 000	R 1 000 000
PMU Top Slice	PMU	MIG	R 10 000 000	R 10 000 000	R 10 000 000
EPWP	District Wide	EPWP	R 1 000 000		
RRAMS	District Wide	RRMS	R 2 266 000	R 2 739 000	R 2 894 000
TOTAL			**R 406 892 000**	**R 400 212 000**	**R 395 476 000**

TABLE 44: DRAFT CAPITAL PROJECTS

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6.4 LOCAL ECONOMIC DEVELOPMENT

OVERVIEW

Enterprise iLembe is the Economic Development Agency of iLembe District Municipality, responsible for ***Trade & Investment Promotion*** and ***Local Economic Development*** for the region within these key sectors such as agriculture, tourism, manufacturing services and renewable energy.

The philosophy that drives Enterprise iLembe is built on global best practice principles in Local Economic Development. "Local Economic Development is a participatory process where local people from all sectors work together to stimulate local commercial activity, resulting in a resilient and sustainable economy. It is a tool to help create decent jobs and improve the quality of life for everyone, including the poor and marginalized." This is reflected in the Industrial Development Strategy developed around the District.

An iLembe District LED Strategy was developed in 2008, for a 5 year implementation period, necessitating a review in 2013. To this end, the current 2013 LED Review tracks the development achieved in the 5 year period, and based on this, and new socio economic and economic opportunities, sets the new development implementation trajectory for the next five year period.

CHALLENGES

- Farming in the area was severely impacted and hard hit with Kwa-Zulu Natal experiencing its driest period in 30 years.
- The Tourism sector challenges however continue to be experienced in facilitating and directing investment towards the hinterland and rural areas of the District.
- The Arts & Crafts Sector always face challenges related to fund raising
- Expenditure against allocated budgets is crucial, as these impacts on the new funding approvals
- Securing of further funding for LED projects operational costs.
- Climate change
- Inadequate and aging infrastructure

DEPARTMENTAL OBJECTIVES

- To improve co-ordination of LED in the District
- To upscale Agriculture development in the district
- To capitalize on tourism potential of the District
- To increase Manufacturing output within the district.
- To ensure job creation
- To create an ICT platform available to everyone

To facilitate co-ordinated planning and development

6.4.1 IMPLEMENTATION PLAN

5-Year Capital Investment Plan forms part of the Implementation Plan (as reflected in the table below).

KPA 2: LOCAL ECONOMIC DEVELOPMENT (LED)

NATIONAL OUTCOME: 4: DECENT EMPLOYMENT THROUGH INCLUSIVE ECONOMIC GROWTH. 6: AN EFFICIENT, COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK. 7:VIBRANT, EQUITABLE AND SUSTAINABLE

PGDS GOALS: 1: INCLUSIVE ECONOMIC GROWTH. 3: HUMAN & DEVLOPMENT COMMUNITY 5: SPATIAL EQUITY. 6: ENVIRONMENTAL SUSTAINABILITY

ILEMBE DGDP PRIORITY: A DIVERSE AND GROWING ECONOMY, PROMOTE SOCIAL WELL-BEING & LIVING IN HARMONY WITH NATURE

IDP Ref.	5 Year Strategic Objective	Project	KPI	Baseline	5 Year Target	Year 1 Target	Year 2 Target	Year 3 Target	Year 4 Target	Year 5 Target	Total Budget	MTEF (2017-2020)		
												2017/18	2018/19	2019/20
LED01	**To improve co-ordination of LED in the District**	Shareholder agreement	Shareholder agreement inclusive of Local Municipalities	New measure	Final agreement by end 2017/18	Final agreement	N/A	N/A	N/A	N/A	Salaries	Salaries	Salaries	Salaries
LED02	**To upscale Agriculture development in the district**	National Schools Nutrition Programme	% of produce procured from local iLembe farms	2015/16 - 42% of produce was procured from local iLembe farms	NSNP - 100% produce from local farmers.	60%	70%	80%	90%	100%	R52 960 000	R16 000 000	R17 600 000	R19 360 000
		Open Fields Farms.	No. of small scale farmers introduced/ supported by the entity	20	100	20	20	20	20	20	R 3 310 000	R 1 000 000	R 1 100 000	R 1 210 000

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		Ownership model for existing projects (winery, tunnels etc)	No. of projects handed over to the Co-ops.	iLembe Winery - Sustainabilty Plan Implemented iLembe Vineyards - Ownership Model was approved on 21 June 2016.	8 projects to be handed over	N/A	N/A	2 projects to be handed over	3 projects to be handed over	3 projects to be handed over	R 3 000 000	R 1 000 000	R 1 000 000	R 1 000 000
		New markets for farmers.	Facilitate access to new markets identified.	New measure	2 new markets secured	engagements with Government departments	Capacitating farmers and govt engagements	Capacitating farmers and govt engagements	1 new market secured	1 new market secured	0	0	0	0
		District Agripark	Facilitate the establishment of the District Agripark	New measure	District Agripark Established by 2022	Engagements with Department of Rural Development	1 FPSUs (Farm Production Support Unit) established	2 FPSU established	2 FPSU established	Agrihub established	TBC	TBC	TBC	TB C
LED03	**To capitalize on tourism potential of the District**	Community Tourism Organisations (CTOs)	Facilitate the establishment of Functional CTOs	New measure	Established 2 CTOs by 2019/20 (KDM and Mandeni LM)	Consultation with LMs	1 CTO established	1 CTO established	N/A	N/A	R45 mil	R10mil	R15mil	R20mil
		Tourism initiatives	Feasibility studies conducted for New tourism initiatives	New measure	2 Feasibility studies conducted by year 3	Source funding to conduct feasibility study	1 feasibility study conducted	1 feasibility study conducted	N/A	N/A	0	0	0	0

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		Tourism, Marketing and promotion	No of tourism, marketing and promotion activities	5	25 activities	5	5	5	5	5	R 500 000	0	R 200 000	R 300 000
LED04	**To increase Manufacturing output within the district.**	District wide incentive scheme.	Develop and Adopt District wide incentive scheme	New measure	District wide Incentive scheme developed and adopted by year 3	Consultation with LMs	Develop District wide incentive scheme	Adoption of District wide incentive scheme	N/A	N/A	R 4 965 000	1 500 000	R 1 650 000	R 1 815 000
		Investment promotion strategy	Develop and Adopt investment promotion strategy	New measure	Develop and Adopt investment promotion strategy by 2018/19	Develop the strategy	Adoption of the strategy	N/A	N/A	N/A	R 500 000	0	R 250 000	R 250 000
		The Investor Prospectus	Investor Prospectus Reviewed	Last reviewed in 2016	5	1	1	1	1	1	0	0	0	0
		Compile the Bi-annual Business Confidence Index	Business Confidence Index	New measure	Bi-annually (10)	2	2	2	2	2	R 300 000	R 100 000	R 100 000	R 100 000
LED05	**To ensure job creation**	Facilitate training for co- operatives and SMMES	No. of trained co-operatives.	36	100 Co-operatives	20	20	20	20	20	R 198 600	60 000	R 66 000	R 72 600
		Capacity Building and Mentorship support for	No. of programmes	New measure	10	2	2	2	2	2	0	0	0	0

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		small enterprises											
		Facilitate establishment District offices for Small Enterprise Development Agency	Established and functional Office	New measure	Offices established by 2022	engagements with Government departments	engagements with Government departments	Established office of SEDA	Established office of SEDA	N/A	R 300 000	R 100 000	R 100 000	R 100 000
		To encourage local businesses to take advantage of government programmes (Black Industrialist, Employment Tax incentives, etc)	Number of engagement sessions with local businesses	New measure	5 (1 per annum)	1	1	1	1	1	Salaries	Salaries	Salaries	Salaries
		Conduct District-wide Skills Audit	Completed Skills Audit	New measure	2018/19	Source funding and appointment of service provider	Completed skills audit	N/A	N/A	N/A	150 000	R 50 000	R 50 000	R 50 000
LED06	**To create an ICT platform available to everyone**	Broadband project	Implementation of Broadband Project	Finalised business plan for Broadband Phase 2 for funding in June 2016.	Implemented by 2022	Source funding for phase 1	source funding and roll-out of broadband project	source funding and roll-out of broadband project	source funding and roll-out of broadband project	source funding and roll-out of broadband project	250 000	0	250 000	0
LED07	**To facilitate co-ordinated planning and**	Completion and adoption of the Integrated Development Plan	Adopted Integrated Development Plan	IDP Adopted May 2016	Annually	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Salaries	Salaries	Salaries	Salaries

	developme nt	District Growth and Development Plan	Reviewed DGDP	DGDP Adopted in 2016	2018/19	Preparing terms of reference and commence ment of procuremen t processes	Adoption of the reviewed District Growth and Developm ent Plan	N/A	N/A	N/A	TBC	Salaries	TBC	TB C
		District Climate Change Response Strategy	Adopted Climate Change Response Strategy	New measure	2021/22	Preparation of business plans to secure funding	Preparatio n of business plans to secure funding	Commenc ement of procurem ent processes (funding dependan t)	Compilati on of the District Climate Change Response Strategy	Adoption of the Climate Change Response Strategy	TBC	Salaries	Salaries	R 280 000
		Development Planning Shared Services	New model for DPSS	New measure	2018/19	Drafting of the new model for DPSS	Adoption of the new model for DPSS by the Technical Support Forum	N/A	N/A	N/A	Salaries	Salaries	Salaries	Salaries
		Integrated Waste Management Plan	Adopted IWMP	New measure	Adopted IWMP by 2019/20	Preparation of the Terms of Reference for the IWMP and securing of funding	Commenc ement of procurem ent processes and drafting of the IWMP	Adoption of the IWMP by Council	N/A	N/A	TBC	Salaries	TBC	TB C

TABLE 45: LED IMPLEMENTATION PLAN

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6.5 MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT

Section 152(1) of the Constitution of South Africa sets out the objectives of local government of which ILembe District Municipality is responsible for fulfilling and implementing. Furthermore Section 152(2) requires the municipality to strive, within its financial and administrative capacity, to achieve the objects set out in subsection (1) of the constitution of the Republic of South Africa.

For municipalities to fulfill this constitutional mandate in a financial viable way amongst other things they must:

- Have a functional financial management system which includes rigorous internal controls.
- Cut wasteful expenditure.
- Have SCM structures and controls with appropriate oversight.
- Have Cash-backed budgets.
- Ensure that Post Audit Action Plans are addressed.
- Act decisively against fraud and corruption.
- Ensure that Supply Chain Management structures in place are functional according to regulations.
- Conduct campaigns on 'culture of payment for services' led by councillors.
- Conduct campaigns against 'illegal connections, cable theft, manhole covers' etc.
- Invest in municipal infrastructure development and maintenance.

It is against this background that IDM seeks to be an ideal municipality ***that is successful in delivering or executing its mandate /objective of which it was established for with efficient and effective management of the resources allocated for the mandate/objective.***

Our limited resources have to be prioritized in items of capital and operational budget to ensure and maximize service delivery to the iLembe District community.

In order to meet the needs of the poor and improve the local economy in a sustainable way, much of the Municipality's Capital Budget has been directed towards water and sanitation infrastructure development and maintenance. This is due to the fact that infrastructure development and maintenance plays a vital role in the sustainability of the municipality and of the services it provides to its communities.

IDM is currently highly dependent on grant funding to fund its infrastructure development and maintenance. However, the municipality is also seeking alternative funding sources outside normal government grants to fund its capital projects with international agencies.

Due to an ageing of infrastructure, own revenue generated has been used mainly for repairs and maintenance of the infrastructure and direct costs of providing the water and sanitation services. To address the ageing infrastructure challenges, the municipality has started a programme of replacing water mains in the CDB area which already is yielding the positive result in terms of water losses. The strategy is to roll out the programme to the entire district once the funding has been secured.

The functions that are performed by the Finance Department are as follows:

- Budget and compliance monitoring
- Revenue Management
- Supply Chain Management
- Expenditure Management and
- Assets Management

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CHALLENGES

- The effects of the global slowdown in the world economy has impacted the local economy and affected the revenue and debt collection of the Municipality;
- Inadequate ability to attract/source the appropriate skills or expertise at a junior level;
- Inadequate debt and revenue collection to fund both capital and operational budget;
- Inadequate resources to maintain existing infrastructure at an optimum level;
- Inadequate ability to increase the revenue base as large portion of District is rural;
- Low asset turnover ratio
- Loss of revenue as a result of outsourcing of rights to supply water and sanitation in Western Areas of the District (Ballito, uMhlali etc.);
- Credibility of customer database especially for the rural areas; and
- Lack of effective and efficient meter and delivery of statements in unplanned townships, particularly in the rural areas.

BUDGET AND COMPLIANCE MONITORING

- Low cash collection rate affects implementation of a cash backed budget;
- High dependence on grant funding;
- Unspent conditional grants; and
- Unforeseen circumstances (drought)

EXPENDITURE MANAGEMENT

- Creditors inconsistently adhering to prescribed requirements;
- Exposure to fraudulent activities ;
- Inadequate cost management function;

SUPPLY CHAIN MANAGEMENT

- Late reporting by consultants;
- Unfounded objections and appeals by unsuccessful bidders causing delays in final appointment of successful bidders;
- Inadequate processes over demand management;
- False declarations by suppliers;
- Poor performance by some of the emerging contractors

REVENUE MANAGEMENT

- Quality of billing;
- Placement of meter readers
- Compliance with by-laws;
- Disputed accounts;
- Transfer of properties without relevant certificate of occupation;
- Consumers tampering with prepaid meters which serve as restrictors.

ASSET MANAGEMENT

- Ageing infrastructure assets with inadequate investment plans for replacements
- Minimal repairs & maintenance been done on infrastructure assets due to funding constraints.
- Low asset turnover ratio
- Absence of an electronic infrastructure asset management system from project construction to repairs and maintenance.

DEPARTMENTAL OBJECTIVES

The following are the strategic objectives of the finance department:

- To ensure sound expenditure, cash flows and liability management principles
- To ensure sound budgeting and compliance principles
- To procure quality goods and services in a cost effective, transparent, competitive, equitable and efficient manner within the policy framework
- To ensure sound and effective asset and inventory management principles
- To ensure sound and credible revenue management, credit control, debt collection and customer care principles
- To maintain clean administration and clean audit
- To ensure sound, effective and efficient financial risk management and internal controls principles

6.5.1 IMPLEMENTATION PLAN

5-Year 2017-2022 Capital Investment Plan forms part of the Implementation Plan (as reflected in the table below).

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KPA 4: FINANCIAL VIALABILITY & MANAGEMENT

NATIONAL OUTCOME: 9:RESPONSIVE ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM

PDGS GOALS: 7: GOVERNANCE AND POLICY

ILEMBE DGDP PRIORITY: EFFECTIVE GOVERNANCE, POLICY AND SOCIAL PARTNERSHIPS

IDP Ref.	5 Year Strategic Objective	Project	KPI	Baseline	5 Year Target	Year 1 Target	Year 2 Target	Year 3 Target	Year 4 Target	Year 5 Target	Total Budget	MTEF (2017-2020)		
												2017/18	2018/19	2019/20
FV01	**To ensure sound revenue management**	Monitoring of revenue collection Installation of smart meters	a) % collection rate b) % conversion to smart meters c) % Reduction of unmetered households	a)59% in June 2016 b)50% in June 2016 c)New Measure	a) 95% b) 75% c) 100%	a) 65% b) 55% c) 25%	a) 75% b) 60% c) 50%	a) 85% b) 65% c) 75%	a) 90% b) 70% c) 100%	a) 95% b) 75% c) 100%	TBC	TBC	TBC	TBC
		Maintain clean data by enforcing strict controls over DRS masterfile (Consumer Database) amendments	% accuracy in billing	New Measure	100% accuracy in billing	80%	90%	100%	100%	100%	Salaries	Salaries	Salaries	Salaries
F002	**To ensure sound budgeting and compliance principles**	Compliance with MFMA regulations	% compliance with MFMA regs	100% compliance	100%	100%	100%	100%	100%	100%	Salaries	Salaries	Salaries	Salaries
FV03	**To ensure sound expenditure management**	Cash flow management	number of days cash on hand	30 days cash on hand in June 2016	90 days	30 Days	60 Days	90 Days	90 Days	90 Days	Salaries	Salaries	Salaries	Salaries

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FV04	**To procure quality goods and services in a cost effective, transparent, competitive, equitable and efficient manner within the policy framework**	a) Implementation of demand management b) Implementation of acquisition management	a) % progress in implementing procurement plan b) Turn around for finalization of SCM processes	a) 83% b) 152 days	a) 100% b) 90 days	a) 100% b) 120 days	a) 100% b) 110 days	a)100% b)100 days	a)100% b) 90 days	a) 100 % b) 90 days	Salaries	Salaries	Salaries	Salaries
FV05	**To maintain a clean audit opinion**	Maintain Clean Audit	Maintain Clean Audit opinion	Clean audit 2015/2016.	Maintain Clean Audit opinion	Clean Audit opinion	Clean Audit opinion	Clean Audit opinion	Clean Audit opinion	Clean Audit opinion	Salaries	Salaries	Salaries	Salaries
FV06	**To ensure sound and effective asset management**	Conduct Asset Verification for Quality and a reliable fixed asset register	Frequency of verification on movable and immovable assets	Done for 2015/16	Movable - Quarterly (20) Immovable - Annually (5)	Movable - Quarterly (4) Immovable - Annually(1)	Movable - Quarterly (4) Immovable - Annually (1)	Movable - Quarterly (4) Immovable - Annually (1)	Movable - Quarterly (4) Immovable - Annually(1)	Movable - Quarterly (4) Immovable - Annually (1)	Salaries	Salaries	Salaries	Salaries

TABLE 46:FINANCE VIABILITY & MANAGEMENT. IMPLEMENTATION PLAN

6.6 GOOD GOVERNANCE & PUBLIC PARTICIPATION

OVERVIEW

The strategic mission of Corporate Governance is to enable political office bearers to fulfil their constitutional functions and electoral mandate by:

- Providing professional, effective and efficient support services to the three principals (Mayor , Deputy Mayor and the Speaker) in support of their obligations;
- Effectively planning and overall co-ordination and monitoring public participation process through activities of Public hearings and Public meetings;
- Effectively planning and overall co-ordination of interdepartmental , parliamentary , ministerial and royal visits and programmes;
- Ensuring effective functioning of Ward Committees in the district;
- Monitoring and evaluation of programmes, reporting on actual performance against what was planned according to the IDP priorities and SDBIP;
- Liaising with other state departments and Local Municipalities in pursuance of goals and objectives enshrined in the constitution, section 41, Chapter Two, Co-operative Governance and intergovernmental relations Framework Act, 2005;
- Rendering support services, Speech writing, protocol and ceremonial services, as well as communication services to the office of the Mayor, Deputy Mayor and Speaker and Municipal Manager and other Directorates within the municipality.

The functions that are performed by the Corporate Governance Department are as follows:

- Communications, Media, Events and Outreach programmes.
- Public Participation.
- Ward Committees functioning.
- Intergovernmental Relations
- Disaster Management & Call Centre management,
- Speech writing, Civic functions and receptions
- Security management
- Special Projects and Programmes

DEPARTMENTAL OBJECTIVES

- To strengthen partnership with various stakeholders through communicating municipal business
- To promote accountability and deepen democracy through capacitating the community to participate and support municipal business.
- To ensure prevention and mitigation against disasters
- To improve the quality of life within the district
- To preserve our History and heritage
- Compliance and good Governance
- To provide independent, objective assurance and consulting services designed to add value and improve the municipality's operations.
- To implement and maintain compliant, effective and efficient enterprise risk management systems and processes.
  To improve the quality of life within the district
- To improve the quality of life within the district To ensure effective Organisational Performance Management
- To ensure that the entity administration is governed by the sound and effective values and principles as outlined in the constitution of South Africa

CHALLENGES

- Communication and Public Participation
- In the district municipality, strategic importance of communications is not adequately recognized.
- The communications unit is responsible for both Communications and Public Participation – this, during busy periods, compromises the work that should be done in each department.
- Limited resources: Budget, Human resources, working space, tools of trade (appropriate cameras, tablets, car, in-design (programmes for graphic design).
- Municipal departments delay in the response in relation to media enquiry responses.
- National and provincial government, in some instances, does not adhere to the protocol in terms of events that are brought to the district - which affects our coordination role.
- Alignment of activities e.g. public participation – local municipalities to come together with the district municipality to undertake public participation; and
- Minority groups not participating.
- Public participation is not fully synchronized and is not cost effective within the District Family
- Ward Committees are dysfunctional and need capacity building
- Ward Committees need to upscale input to the IDP and Budget

- Special Projects
- Budget constraints
- Inadequate Office Space is a huge challenge
- No Gender Officers in other Local Municipalities which results in other programmes not to be implemented at the level of the LMS.
- Lack of human resources/people to deal with the various programmes i.e. HIV/AIDS, Operation Sukuma Sakhe, Youth Programmes for people with disabilities, programmes for women

- Intergovernmental Forum (IGR)
- Limited human resources which hinder commitment to attend from members.
- Diary synchronization is a challenge
- Budget constraints for the vulnerable groups; and
- Budget limits – focus on provisional programs.

- Disaster Management
- Lack or Insufficient of financial and human resources to some of the Local Municipalities.
- Outdated disaster risk management plans in some Local Municipalities
- Insufficient human resources in the local municipalities
- Lack of specialized vehicles (4X4) suitable for the rural terrain in some local municipalities.
- Poor attendance by the sector departments/other spheres of government (during District Disaster Management Advisory Forum Meetings) posing a risk of not addressing key issues
- The state of readiness is questionable in local municipalities where there are limited budget provisions for disaster management.

- Arts , Culture, Sports and Youth Development
- Budgetary constraints
- Human Resources Constraints

6.6.1 IMPLEMENTATION PLAN

5-Year Capital Investment Plan forms part of the Implementation Plan (as reflected in the table below).

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NATIONAL KPA 5: GOOD GOVERNANCE & PUBLIC PARTICIPATION

NATIONAL OUTCOME: 9: RESPONSIVE ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM. 12: AN EFFICIENT, EFFECTIVE AND DEVELOPMENT ORIENTATED PUBLIC SERVICE AND AN EMPOWERED, FAIR AND INCLUSIVE CITIZENSHIP

PDGS GOALS: 7: GOVERNANCE AND POLICY. 2: HUMAN & DEVLOPMENT COMMUNITY

ILEMBE DGDP PRIORITY: PROMOTE SOCIAL WELL-BEING, EFFECTIVE GOVERNANCE, POLICY AND SOCIAL PARTNERSHIPS & A LIVEABLE REGION

IDP Ref.	5 Year Strategic Objective	Project	KPI	Baseline	5 Year Target	Year 1 Target	Year 2 Target	Year 3 Target	Year 4 Target	Year 5 Target	Total Budget	MTEF (2017-2020)		
												2017/18	2018/19	2019/20
GP01	**To strengthen partnership with various stakeholders through communicating municipal business**	Communication Strategy	Develop , Adopt and Implement Communication Strategy	New measure	Develop, Adopt and Implement communication strategy by June 2018 and reviewed annually.	Development of a 5 year Communication Strategy to be adopted	Review communication strategy	Review communication strategy	Review communication strategy	Review communication strategy	Salaries	Salaries	Salaries	Salaries
		Development of a Language Policy	Develop , Adopt and Implement Language Policy	New measure	Develop, Adopt and implement the language policy.	Conduct research and develop the language policy	Develop and adopt the language policy	Implementation of the language policy	Implementation of the language policy	Implementation of the language policy	Salaries	Salaries	Salaries	Salaries
		Municipal Newsletters	No. of Newsletters produced.	New measure	a) 10 external newsletter b) 20 Internal newsletters	a) 2 b) 4	a) 2 b)4	a) 2 b)4	a) 2 b)4	a) 2 b)4	TBC	TBC	TBC	TBC
		Media Engagement Strategy	Develop , Adopt and Implement Media Engagement Strategy	New measure	Develop, Adopt and Implement the Media Engagement Strategy to be reviewed annually.	Develop and Adopt a media engagement Strategy	Review and implementation of the media engagement strategy	Review and implementation of the media engagement strategy	Review and implementation of the media engagement strategy	Review and implementation of the media engagement strategy	Salaries	Salaries	Salaries	Salaries

		Development of Corporate Branding Policy	Develop , Adopt and Implement the Corporate Branding Policy	New measure	Develop, Adopt and Implement the corporate Branding policy.	Develop and Adopt a Corporate Branding policy	Adoption of the Corporate Branding policy	Implement the Corporate Branding policy	Implement the Corporate Branding policy	Implement the Corporate Branding policy	Salaries	Salaries	Salaries	Salaries
		Hosting of Municipal events	Number of events held	New Target	25 annual events (in line with events calendar of the municipality)	Develop an events calendar and host 5 events	Host 5 events	Host 5 events	Host 5 events	Host 5 events	TBC	TBC	TBC	TBC
GP02	**To promote accountability and deepen democracy through capacitating the community to participate and support municipal business.**	Conduct a Citizen Satisfaction Survey	Number of Citizen Satisfaction Surveys conducted	Citizen Satisfaction Survey conducted in 2013/2014 financial years.	Conduct 2 x Citizen Satisfaction Surveys	Conduct the Citizen Satisfaction Survey	N/A	N/A	Conduct the Citizen Satisfaction Survey	N/A	TBC	TBC	TBC	TBC
		Mayoral public meetings	% of public participation meetings requested that are held	100%	100%	100%	100%	100%	100%	100%	Salaries	Salaries	Salaries	Salaries
		Community Outreach Programmes	No. of Community Outreach Programmes	New measure	10 Community Outreach programmes held	2	2	2	2	2	Salaries	Salaries	Salaries	Salaries
GP03	**To ensure prevention and mitigation against disasters**	Review of Disaster Risk Management Plan	Review and adopt Risk Reduction Plan (Disaster Risk Management Plans) for IDM	The Draft Disaster Management Plan is in place	Disaster Management Plan reviewed and adopted by Year 3 (19/20)	N/A	N/A	Review and adopt the Disaster Management Plan	N/A	N/A	R 1 135 074	R 356 832	R 378 242	R 400 000
		Timeous response to all reported incidents within 48 hours	% of incidents/disasters responded to within 48 hours of	100% of response to all incidents that are reported in local municipalities	100 % response to all reported incidents within the expected	100 % response to all reported incidents	100 % response to all reported incidents	100 % response to all reported incidents	100 % response to all reported incidents	100 % response to all reported incidents	R 1 802 611	R 535 248	R 567 363	R 700 000

			being reported to the IDM		turnaround time of 48 hours.	within 48 hours.	within 48 hours.	within 48 hours.	within 48 hours.	within 48 hours.				
		Develop and implement the Volunteer Framework	Number of Units Of Volunteers established in Local Municipalities	New measure	4 Units Of Disaster Management Volunteers established per Local Municipality	N/A	1 Unit Of Volunteers Developed	1 Unit Of Volunteers Developed	1 Unit Of Volunteers Developed	1 Unit Of Volunteers Developed	R 300 000	R 80 000	R 100 000	R 120 000
		Disaster Management Community Awareness Campaigns	Number of Community Awareness campaigns	146 Disaster Management Awareness Campaigns	125 Community Awareness campaigns	20	22	25	28	30	R 414 627	R 128 460	R 136 167	R 150 000
		Disaster Management Capacity Building Programmes	Number of capacity building programmes conducted	60 Capacity Building Programmes held during the past 5 year term	87 Capacity Building Programme conducted	12	14	17	20	24	R 158 011	R 47 578	R 50 433	R 60 000
		Conduct District Disaster Management Advisory Forum Meetings	Number Of Quarterly Disaster Management Advisory Forum Meetings held	18 Advisory Forum Meetings held.	20	4	4	4	4	4	Salaries	Salaries	Salaries	Salaries
		Firefighting Unit	Establishment of Firefighting Unit by deadline	New measure	Established firefighting Unit by 2021	N/A	N/A	N/A	Established firefighting Unit	N/A	R 500 000	N/A	N/A	R 500 000
GP04	**To improve the quality of life within the district**	Gender plan	Annual review and implementation of gender plan	Reviewed 2016/17	Annual review and implementation of gender plan	Review and implementation	Review and implementation	Review and implementation	Review and implementation	Review and implementation	Salaries	Salaries	Salaries	Salaries
		Operational plan integrated into senior manager agreement	% of senior manager's performance agreements with OSS	New measure	100%	100%	100%	100%	100%	100%	Salaries	Salaries	Salaries	Salaries

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			indicators and targets										
		Operation Sukuma Sakhe	No. of Functional Local Task Teams	2 functional LTTs	4 functional LTTs	4	4	4	4	4	Salaries	Salaries	Salaries	Salaries
GP05	**To preserve our History and heritage**	Heritage events	No. of heritage events	Number of heritage celebrations :21	45	9	9	9	9	9	TBC	TBC	TBC	TBC
GP06	**Compliance and good Governance**	Annual Report	Annual report submitted by 31 January	All Annual reports were submitted within the legislated timeframe ,	Annually	Submission by due date	Submission by due date	Submission by due date	Submission by due date	Submission by due date	TBC	TBC	TBC	TBC
GP07	**To provide independent, objective assurance and consulting services designed to add value and improve the municipality's operations.**	Internal audit plan	Approval of the audit plan	New measure	Audit plan approved by first quarter of the financial year	Audit plan approved by first quarter of the financial year	Audit plan approved by first quarter of the financial year	Audit plan approved by first quarter of the financial year	Audit plan approved by first quarter of the financial year	Audit plan approved by first quarter of the financial year	Salaries	Salaries	Salaries	Salaries
		Capacitate the internal audit unit	Procurement of IT system	New measure	Procurement of IT system by year 2	research on the appropriate Internal Audit IT system	Procurement of appropriate IT systems	N/A	N/A	N/A	TBC	Salaries	TBC	Salaries
GP08	**To implement and maintain compliant**	Train all staff and Councillors on ERM processes and policies	No. of ERM workshops held	New Measure	10 ERM Workshops	2	2	2	2	2	Salaries	Salaries	Salaries	Salaries

	, effective and efficient enterprise risk management systems and processes.	To conduct a comprehensive strategic, operational, ICT and Fraud Risk Assessment	Number of Risk Assessment finalised by deadline	Risk Assessment done in March and April 2016	5 assessments	1	1	1	1	1	Salaries	Salaries	Salaries	Salaries
		Monitoring performance of effective enterprise risk management	a) Number of risk registers updated	a) 4 annually	20 risk registers updated	4	4	4	4	4	Salaries	Salaries	Salaries	Salaries
			b) Number of ethics/Risk Committee meetings held	b) 4	20 Ethics/Risk Committee meetings held	4	4	4	4	4	R 80 000,00			
		Enterprise Risk Management Policy and Strategy	Reviewed Enterprise Risk Management Framework and Strategy	Last reviewed June 2016	5 Reviewed Enterprise Risk Management Framework and Strategy	1	1	1	1	1	Salaries	Salaries	Salaries	Salaries
		Anti-Fraud and Corruption Strategy & Policy	Reviewed Anti-Fraud and Corruption Strategy & Policy	New Target	5 Reviewed Anti-Fraud and Corruption Strategy & Policy	1	1	1	1	1	Salaries	Salaries	Salaries	Salaries
		Business Continuity Plan	Implementation and Review of the Business Continuity plan	The Draft Business Continuity Plan is in place	Implementation and Bi-Annual reviews	Implementation	Review and implementation	Implementation	Review and implementation	Implementation	Salaries	Salaries	Salaries	Salaries
GP09	**To improve the quality of life within the district**	Sports event	No of sporting events participated/ hosted	New measure	40 sporting events participated/ hosted	8	8	8	8	8	TBC	TBC	TBC	TBC
		Youth development strategy	Develop, Adopt and implement youth development strategy	New measure	Develop, Adopt and implement the youth development strategy	Develop and adopted youth developm	Implement the youth development strategy	Implement the youth development strategy	Implement the youth development strategy	Implement the youth development strategy	Salaries	Salaries	Salaries	Salaries

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						ent strategy								
GP0 10	To ensure effective organisational performance management	Performance Management Framework	Reviewed Performance Management Framework	Last reviewed June 2016	5 Reviewed Performance Management Framework	1	1	1	1	1	Salaries	Salaries	Salaries	Salaries
		Annual Municipal Performance Report	Annual Municipal Performance Report prepared and submitted to Auditor - General by legislated deadline	Last submitted in 31 August 2016	AMPR submitted to AG by 31 August	AMPR submitted to AG by 31 August	AMPR submitted to AG by 31 August	AMPR submitted to AG by 31 August	AMPR submitted to AG by 31 August	AMPR submitted to AG by 31 August	Salaries	Salaries	Salaries	Salaries
GP0 11	To ensure that the entity administration is governed by the sound and effective values and principles as outlined in the constitution of South Africa	Multi-Year Strategic Plan	Review and approve strategic plan for EI with clear measurable targets by the Board.	Annually	5	1	1	1	1	1	Salaries	Salaries	Salaries	Salaries
		Effectiveness of Board of Directors	Number of Board Meetings held	4	20	4	4	4	4	4	Salaries	Salaries	Salaries	Salaries
		Audit Committee	Number of Audit Committee reports	2	8	2	2	2	2	2	Salaries	Salaries	Salaries	Salaries

TABLE 47:GOOD GOVERNANCE IMPLEMENTATION PLAN

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CHAPTER 7: FINANCIAL PLAN

7.1 OVERVIEW OF MUNICIPAL BUDGET

One of the biggest challenges of the Financial Plan is matching increased service demands with a relatively stagnant revenue base. This is further aggravated by the challenges of joblessness, communicable diseases and ravaged households where the latter, more often than not, are child-headed households.

These challenges make the need for realistic and timeous financial planning even more critical. The Financial Plan is necessarily informed by available resources. This contradicts strongly with the demands of the Strategic Plan which is visionary and goal oriented, striving to achieve an improved quality of life for all the residents and communities in the iLembe District Municipality. However, a Strategic Plan without the support of a disciplined Financial Plan is ultimately doomed as unattainable and "pie in the sky". The Financial Plan provides the framework within which human challenges can be addressed in a realistic and often incremental manner based on the available resources. It steers away from creating unrealistic expectations, frustrations and anger.

ILembe District Municipality is faced with the enormous task of eradicating its massive backlogs in service provision. This would require massive resources to address. It is now paramount to concentrate on the financial planning part of this IDP to determine how and when these backlogs can be addressed on a sustainable basis and within the context of available resources.

The iLembe district Municipality's budget is MFMA compliant with principles of the MFMA now fully introduced and entrenched in the Municipality's financial affairs. Yet, the District needs to address its financial challenges on the following basis by:

- Further improving the Municipality's image by using the new procedures to enhance service delivery.
- Ensuring that the systems introduced continuously improve during the year.
- Preserving the Municipality's cash flow position.
- Introducing efficiency measures to provide resources to ensure value for money for taxpayers in line with developed 'golden rules'.
- Further enhancing public participation in the next budget cycle.
- Continuing to improve on information provided to decision makers.
- Ensuring that growth in services is more closely aligned with citizen's expectations.
- Adjusting the organisation in line with information produced from the performance management system.

Financial viability and management remains one of the key priorities of Council. It remains more critical in the light of the current economic situation, which among other things requires self-sustenance and prudent financial controls. The Municipality's cash flow situation still needs to improve further. The plan is to build up a working capital reserve of two to three months expenditure of the Municipality in the ensuing years. The budget for the municipality is summarised as follows:

	Operating Budget (R)	*Capital Budget (R)*
Annual Budget 2017/18	*NYA*	*NYA*
Indicative Budget 2018/2019	*NYA*	*NYA*
Indicative Budget 2019/2020	*NYA*	*NYA*

TABLE 48:MUNICIPAL BUDGET MTEF

7.1.2 OPERATING REVENUE & EXPENDITURE FRAMEWORK

The table that follows indicates the expected operating revenue and expenditure for the iLembe District Municipality. It includes revenue that would actually flow into the Municipality as well as allowances for billed, but not collected income. The "bottom line" is the disposable operating revenue, i.e. the amount that the Municipality would have to allocate in terms of this.

A summary of the 2017/2018 budget as follows:

	Operating Budget (R)	*Capital Budget (R)*
Original Budget 2016/2017	579 600 000	347 899 000
Adjusted Budget 2016/2017	*584 381 000*	*326 324 000*
Original Budget 2017/2018	NYA	NYA

TABLE 49: SUMMARY OF BUDGET 2017/2018

A summary of expenditure and income by Department in respect of the operating budget as follows:

Department	*Original Budget 2016/2017*	*Adjusted Budget 2016/2017*	*Original Budget 2017/2018*	*Indicative Budget 2018/2019*	*Indicative Budget 2019/2020*
TOTAL INCOME	**589 782 000**	**584 507 000**	**NYA**	**NYA**	**NYA**
Corporate Services Directorate	74 415 000	73 953 000	NYA	NYA	NYA
Budget and Treasury Office	50 323 000	51 349 000	NYA	NYA	NYA
Accounting Officer's Office	13 191 000	13 659 000	NYA	NYA	NYA
LED and Planning	46 143 000	33 942 000	NYA	NYA	NYA
Technical Services Directorate	343 461 000	356 171 000	NYA	NYA	NYA
Corporate Governance and Council General(Executive and Council)	52 068 000	55 306 000	NYA	NYA	NYA
TOTAL EXPENDITURE	**579 600 000**	**584 381 000**	**NYA**	**NYA**	**NYA**

TABLE 50:SUMMARY OF DEPT. INCOME & EXPENDITURE

Operations and Maintenance Costs of **municipal fixed assets** amounts to R 51.3 million (2016/17 Adjustments budget)

A summary of expenditure and income per category in respect of the operating budget as follows:

Category		*Original Budget 2016/17*	*Adjusted Budget 2016/17*	*Original Budget 2017/18*	*Indicative Budget 2018/19*	*Indicative Budget 2019/20*
Income		**589 782 000**	**584 507 000**	**NYA**	**NYA**	**NYA**
Expenditure		**579 600 000**	**584 381 000**	**NYA**	**NYA**	**NYA**
Employee Related Costs		178,075,000	183 526 000	NYA	NYA	NYA
Remuneration of Councillors		11 043 000	11 043 000	NYA	NYA	NYA
Debt Impairment		55 763 000	41 466 000	NYA	NYA	NYA
Depreciation & Asset Impairment		65 568 000	72 402 000	NYA	NYA	NYA
Finance Charges		8 125 000	12 310 000	NYA	NYA	NYA
Bulk Purchases		74 318 000	74 318 000	NYA	NYA	NYA
Repairs and Maintenance		41 228 000	51 281 000	NYA	NYA	NYA
Contracted Services		36 634 000	40 714 000	NYA	NYA	NYA
Transfers & Grants		15 000 000	10 526 000	NYA	NYA	NYA
Other Expenditure		93 547 000	86 795 000	NYA	NYA	NYA

TABLE 51: SUMMARY OF INCOME & EXPENDITURE

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The most significant source of internal income is the income from the water and sanitation services. The current budgeted percentage of internal revenue is 33%. The collection rate for the water and sanitation services income still requires a lot of improvement to ensure the achievement of the service delivery targets. The iLembe District Municipality is implementing its credit control and debt management policy to ensure that this is achieved and that all outstanding debts are collected. The collection of these outstanding debtors is a priority of the District Municipality and is receiving the most urgent attention. The Municipality has initiated the following interventions to address revenue collection challenges, namely data cleansing exercise, changing faulty meters, restriction and/or disconnection of services where applicable, the rand for rand incentive scheme and intelligent meter installation project. These interventions address the challenges around the billing system including the accuracy thereof as well as the use of arrears from the past to encourage and reward payment of the current account.

7.1.3 REVENUE GENERATION

7.1.3.1 DATA CLEANSING

The objective of data cleansing is to obtain accurate consumer and property data so as to improve quality and accuracy of billing and improving and strengthening the consumer database.

In the 2012/13 financial year a proof of concept agreement was entered into with a data house to do desktop cleansing for the municipality. Exception reports will be produced which will enable the municipality to decide which properties and/or consumers have to be visited to enable verification of

their data. Once the initial report has been issued, the data will then be submitted on a regular basis to obtain latest updates.

Another initiative of data cleansing is the fact that during 2012/2013 there was a launch of prepaid metering. Before the prepaid meters are installed, each household is to provide pivotal information pertaining to each household. That data will then be captured and processed and updated on a regular basis on the financial system therefore improving quality of consumer data and improve quality of carrying out Revenue related functions e.g. Billing, Debt Collection etc.

Another strategy of data cleansing started in 2015/2016. That was in the form of a meter audit. There were students and meter readers who were trained and furnished with devices to collect consumer data and also verify each meter at each household. That data is extracted and populated and updated on the financial system. The data cleansing and meter auditing project will improve the quality of data on the system and also improve the functioning of the section as a whole.

7.1.3.2 TRAIN STAFF ON REVENUE RELATED POLICIES

- There are Credit Control and Debt Collection and Revenue related policies that are adopted by Council and are reviewed on a yearly basis. The aim of the policies is to ensure that Revenue Management, Credit control and Debt Collection is governed by set processes and procedures. It is important that staff is properly trained to enable them to apply and implement such policies.
- A Customer Care and Management Policy was adopted by Council for implementation for the 2014/15 financial year. The policy is aimed at ensuring that whenever consumers raise concerns, they will be attended to efficiently. A structure has been set and adopted in order to enable proper implementation. Training on the financial system took place and Customer Care training aligned to the policy and standard operating procedures are in implementation and also on an on-going basis.
- Staff are trained on a weekly and monthly basis and sometimes on a daily basis on the different aspects of revenue. This may include queries, policy interpretation.

7.1.3.3 BILLING

Accurate billing for services rendered is a critical element of municipal Revenue Management. If the customer information and billing information is incorrect, the municipality has no fundamental basis to effectively collect revenue efficiently.
The current challenges that affect billing integrity are:

- Human error upon capturing data,
- Replaced meters where there is either no documentation submitted or late submission,
- New connections where there is late submission of documentation,
- Leaks caused by improper plumbing work when relocating meters and when installing meters.
- Non availability of sanitation pipeline map to ensure completeness of sewer revenue.
- Meters not zoned, hence difficult to attend to water loss by area
- Double charging of consumers where there is a prepaid meter installed and a basic charge for a conventional meter raised.

The installation of flow limiters will reduce some of the above challenges in that it enables drive/walk by meter reading thus improving quality and accuracy of readings in a shorter period of time. The new connection and replacement challenges will be sorted by meters being recorded in our financial system when they are received and when they are replaced and or removed and allocated to a property which will enable us to track outstanding documents. Data Cleansing will also enable us to reconcile our data to the local municipal valuation rolls.

7.1.3.4 COLLECTION RATE

Table 65 below illustrates the payment ratio as based on total billings for the year and total receipts for the year. Though the Credit Control and Debt Collection Policy are being implemented, a plateau has been reached in terms of monthly receipts as we are receiving on average about R8.88 million a month.

The municipality is in the process of implementing intelligent/smart meters throughout the entire district which will assist in ensuring that consumers buy water in advance and also restricted consumers receive water up to the free basic service level and nothing more. This will elicit response from consumers and will not increase debt and thus increase collection rate.

There was a high level of tampering with the restrictors and unfortunately it cannot be proved as they are not uniquely identifiable and proving whether it was taken out or not is a great challenge. Therefore a new way of restricting was adopted and that one has a challenge that consumers are not coming forward once they are replaced with the smart meter.

7.1.3.5 DEBTORS BOOK

From Table 66 below it is evident that there is still a challenge of increasing debt and our objective is to first contain the debt and then reduce it. The main challenge as sited above is in the fact that some restricted consumers are still receiving more than the free basic level of water.

A pilot project of prepaid meters was implemented at Lindelani, This enables the municipality to contain the debt as most consumers are limiting their consumption to the free basic level and those that can afford are buying more water before consuming.

The roll out of the intelligent meter project is now in full force and will be rolled out to other areas, prioritizing where there is a high level water usage, low level of payment as well as high pressure or tampering which results in escalating debt. The intelligent/smart meters will be installed and consumers require to be registered in order to purchase water. Indigent consumers will receive the 10 KL allocation as per policy. Consumers with debt will be able to access prepaid meters upon entering into payment arrangements for the outstanding debts in accordance with the Credit Control and Debt Collection Policy. This will assist the municipality to contain the debt as well as reduce debt where payment arrangements are entered into. Currently about 55% of the debt is handed over to attorneys and collection agents. However as litigation is a long process, the impact is not evident at this stage.

The municipality is also in communication with National and Provincial Treasury in regards to various Government Departments debts. We are disconnecting water supply however this poses as a challenge as some are used by the public and lack of water raises high criticism. National and Provincial Treasury have requested invoices and age analysis of Government Departments in arrears especially sewer accounts in order to assist with debt collection. This process is redeeming some rewards in terms of payments however the process is slow. Also the department of Education has ensured that Sec 21 schools show great initiative in reducing their municipal debts.

In the previous financial year Public Works indicated that they are not responsible for sewer charges on properties owned by them and advised tenants to settle accounts which has resulted in an increase of the amounts outstanding for other departments as we had to transfer sewer amounts to the departments who were utilising the properties. This was a challenge for most schools as they are not able to meet current monthly bills as well as paying for the overdue debt thus increasing the debtors' book.

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7.1.3.6 WATER LOSSES

The Municipality experiences water losses which are as a result of unaccounted for water and water leaks. It should also be noted that unbilled water also contributes to the increase in unaccounted for water especially in Ndwedwe and Maphumulo. This has become apparent from the Water Loss exercise that Technical Services has been doing in the four Local Municipalities.

To reduce the unbilled water losses due to incorrect meter reading, illegal water connections and unmetered water connections, the supply area is to be zoned into smaller control areas and bulk meters installed. The reading routes will then be aligned to the supply zones and reading of both the individual meters and the bulk meter will be aligned for each zone to facilitate water balancing. Variances will be analysed so as to identify the reason for losses. The Municipality has embarked on a water loss monitoring exercise where the different areas are being monitored using the bulk meters, so as to identify areas where there are excessive water losses, and when identified a plan of action is put in place to reduce the water losses.

Item	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017
Billing	122 097 108	131 386 366	120 968 288	159 188 062	80 785 739	75 271 848
Receipts	81 675 087	89,085,271	90 628 409	88 002 160	45 232 458	-52 936 353
Payment Ratio	67%	68%	75%	55%	56%	70%

TABLE 52: DEBTORS PAYMENT RATIO

Item Category	**2011/2012**	**2012/2013**	**2013/2014**	**2014/2015**	**2015/2016**	**2016/2017**
Value of current Outstanding Debtors	169 331 979	212 092 026	189 692 026,92	200 977 705	10 415 449,25	**231 177 615**
Value of Debtors aged <30 days	11 698 180	9 080 294	16 724 128,05	11 629 632	9 889 106,04	**9 504 122**
Value of Debtors aged 30-60 days	6 807 099	11 782 474	17 925 199,51	7 359 694	9 748 216,20	**8 526 260**
Value of Debtors aged 60-90 days	6 888 772	12 243 749	6 805 064,93	6 135 623	7 054 037,33	**5 857 728**
Value of Debtors aged 90-120 days	5 682 003	4 796 127	4 559 525,82	6 890 533	9 437 592,56	**7 094 103**
Value of Debtors aged >120 days	38 255 923	174 788 830	143 678 109	156 504 460	209 402 970,02	**191 608 323**

TABLE 53: SUMMARY OF DEBTORS BY AGE & VALUE

7.1.4 SCM - LOGISTICS MANAGEMENT

7.1.4.1 STORES MANAGEMENT

The Municipality has its main stores warehouse at KwaDukuza and satellite stores in Mandeni, Ndwedwe and Maphumulo. All stores material are received at KwaDukuza Stores and issued to satellite stores as the need arises. Materials that are required for KwaDukuza area are issued directly to plumbers and contractors from the main store.

Currently only the Main Stores is operating on an on-line system, whilst the Satellite stores are still on a manual system.

Computers have been received in the 2014/15 financial year and currently awaiting network points to be installed by the IT Department, and thereafter stores staff will be trained accordingly. The KwaDukuza Main Store and Mandeni Satellite Stores Building require refurbishment, a matter which is being handled by the Corporate Services Department.

7.1.5 ASSETS MANAGEMENT

The Unit is responsible for the management of all Municipal Assets. Asset Management section deals with all classes of assets owned by the municipality. The section ensures that all the Municipality assets are recorded on a Fixed Assets Register. The following functions are performed:

- Conducting physical verification of movable assets on a quarterly basis to ensure the accuracy of the Fixed Assets Register
- Ensuring that all Municipal assets are insured adequately
- Ensuring that all Municipality assets are tagged/barcoded
- Performing Impairment testing on infrastructure assets
- Liaising with Head of Departments to ensure that the safekeeping and safeguarding of assets under their control is prioritised
- Reviewing of useful lives and residual values on an annual basis
- Depreciation of all asset classes
- Disposal of all auctioned assets
- Capitalised all assets purchased in Financial year

CHALLENGES WITH ASSETS SECTION:

- Ageing infrastructure assets with inadequate investment plans for replacements
- Minimal repairs & maintenance been done on infrastructure assets due to funding constraints.
- Low asset turnover ratio
- Absence of an electronic infrastructure asset management system from project construction to repairs and maintenance.

PROPOSED SOLUTIONS:

- Finalisation of the Water & Sanitation Infrastructure Master Plan which will detail investment plan to meet current and future water/sanitation demands.
- External grant funding is to be sought to address the minimal repairs and maintenance due to our revenue base being predominantly rural/indigent.
- An Integrated Asset Management System is to be investigated and cost taking into consideration growing municipal assets base.

ACHIEVEMENTS:

- Ensuring that all completed projects in prior years were capitalised i.e. recorded on the Asset Register so to ensure all Infrastructure Assets are recorded accurately, including those still in work-in-progress.
- Developing and maintaining working relationships with key Department/Units within the Municipality, especially the Technical Services Department.
- Procurement of barcode scanners for the verification of movable assets for more accurate and faster data entry.

7.1.6 SUMMARY OF AG REPORT AND *RESPONSES*

The strategic objective of the ILembe District Municipality was to achieve clean audit by 2014 as announced by the Minister of COGTA and the Auditor General. This objective was achieved in 2014 and maintained for 2015 and 2016 financial years which makes it 3 clean audits consecutively.

2015/2016 AUDIT OUTCOME

The municipality received a clean audit with following emphasis of matter:

- Material debt impairment losses
- Materials Water Losses

Material water losses were incurred as a result of illegal connection, main leaks (ageing infrastructure), reservoir outflows and service connection leaks. As a result of restricted inactive accounts, pensioner accounts and deceased consumer accounts the iLembe District Municipality incurred material debt impairment losses. These are matters are from time to time monitored at all committee meetings of council including MANCO, EXCO, FPC and Council. The audit committee fulfils its responsibilities as set out in section166 (2) of the MFMA.

2014/2015 AUDIT OUTCOME

The municipality received a clean audit with following emphasis of matter:

- Materials Water Losses
- Material debt impairment losses
- Material reversal of Impairment of infrastructure assets

2013/2014 AUDIT OUTCOME

The municipality received a clean audit with following emphasis of matter:

- Materials Water Losses
- Material debt impairment losses
- Material Impairment of infrastructure assets

Material water losses were incurred as a result of illegal connection, main leaks (ageing infrastructure), reservoir outflows and service connection leaks. As a result of restricted inactive accounts, pensioner accounts and deceased consumer accounts the iLembe District Municipality incurred material debt impairment losses. These are matters are from time to time monitored at all committee meetings of council including MANCO, EXCO, FPC and Council. The audit committee fulfils its responsibilities as set out in section166 (2) of the MFMA.

2012/2013 AUDIT OUTCOME

The Auditor General Findings on iLembe District Municipality's 2012/2013 Audit Report can be summarized as follows:

- Irregular Expenditure;
- Material misstatements in the AFS;
- The debt impairment;

- Material Water Losses
- Significant uncertainties regarding implementation of wage agreement;
- Restatement of corresponding figures;
- Transfer of projects to special purpose vehicles;
- Achievement of targets.

2011/2012 AUDIT OUTCOME

There were two major non-compliance matters raised by the auditor general on the ILembe District Municipality's 2011/2012 audit report. The first issue was material misstatements on the annual financial statements submitted to AG for audit. AG identified four items i.e. understatement of the provision for bad debts, accruals, fixed assets and incorrect disclosure of revenue relating to the provision of free basic water. The second issue related to failure to prevent irregular expenditure. It is also important to note that although the municipality failed to prevent irregular expenditure, the internal controls implemented were able to detect the irregular expenditure.

7.1.7 DRAFT CAPITAL INVESTMENT FRAMEWORK (CIF*)*

The Draft Capital Investment Programme and Framework as attached hereto at **Annexure D** focus on addressing backlogs and specifically the financial implications thereof. It provides a sense of both issues and costs. This allows the iLembe Municipality and other spheres of government to come to grips with what needs to be done to address the backlogs in the area of urgency and in financial terms.

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CHAPTER 8: SECTORAL ALIGNMENT

8.1 SECTOR DEPARTMENTS & SOE'S

The District has the responsibility to play a coordinating role in the delivery of government's programmes and projects. In an effort to achieve this, the District has held several Sector alignment meetings bi-annually to coordinate these sector plans.

The engagements with the stakeholders, through the central facilitation and coordination of KZN COGTA, took place on 11 November 2016. The purpose of the engagement was amongst other things, to harmonise planning and ensure alignment of plans between the provincial departments and the municipalities. This meeting was not successful, due to non-attendance and participation of the majority of provincial departments. The meeting could not reach its intended objectives since attendance and participation by the provincial sector departments was not satisfactory.

The iLembe will continue to engage with the provincial departments including SOE's in order to strengthen Intergovernmental Relations.

The MTEFs below have been incorporated into the iLembe District Municipality Capital Investment Framework (CIF) from those sector departments who have submitted. The following represents the capital expenditure projects and programmes from provincial departments for 2017-2020 over the next 3 years.

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8.1.1 DEPARTMENT OF HEALTH

MUNICI	WARD NO.	PROGRAMME & PROJECT DESCRIPTION	PROJECT STAGE	MTEF (2016/2019)		
				2016/17 R (000)	2017/18 R (000)	2018/19 R (000)
MANDENI	4	Hlomendlini Clinic - Installation Of 10 Kl High Level Section Water Tank		463	TBC	TBC
	19	Stanger Hospital New Labour And Neo-Natal Ward	Project Stage Implementation	7 358	TBC	TBC
	10	Groutville Clinic - Replacement Of Clinic Phase 9	Project Stanger Design	27 346	TBC	TBC
KWADUKUZA	19	Stanger Hospital - Replacement Of Theatre / Wards Chillers	Project Stanger Design	0	TBC	TBC
	19	Kwadukuza Clinic - Installation Of 10 Kl High Level Section Water Tank	Project Stage Is Pre Handover	463	TBC	TBC
	6	Ballito Clinic - Installation Of 10 Kl High Level Section Water Tank	Project Stage Is Pre Handover	463	TBC	TBC
	5	Nandi Clinic - Installation Of 10 Kl High Level Section Water Tank	Project Stage Is Pre Handover	463	TBC	TBC
	22	Shakaskraal Clinic - Installation Of 10 Kl High Level Section Water Tank	Project Stage Is Pre Handover	463	TBC	TBC
	10	Groutville Clinic - Installation Of 10 Kl High Level Section Water Tank	Project Stage Is Pre Handover	463	TBC	TBC
MAPHUMULO	9	Otimati Clini - - Installation Of 10 Kl High Level Section Water Tank	Project Stage Pre Handover	463	TBC	TBC
	8	Umphumulo Hospital - Replacement Of Emergency Power Generators And Ass. Electrical	Project Stage Design	TBC	TBC	TBC
	8	Umphumulo Hopsital - Compilation Of Master Plan`	Project Stage Implementation	TBC	TBC	TBC

TABLE 54: HEALTH MTEF

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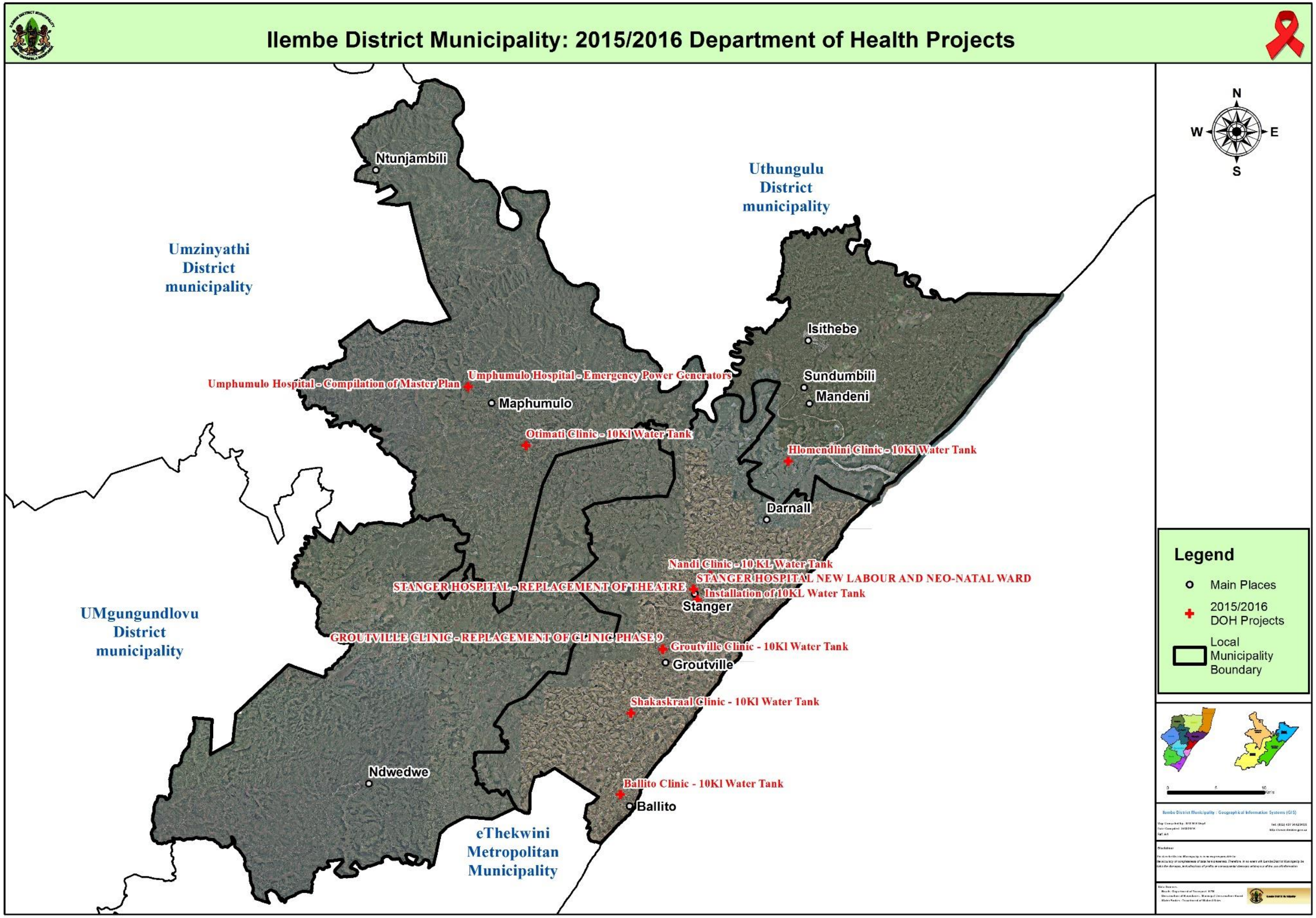

MAP 24: DEPT OF HEALTH

8.1.2 DEPARTMENT OF HUMAN SETTLEMENT

MUNICIPALITY	PROJECT NAME	WARD NO.	TOTAL YIELD	PROJECT TYPE	2016/17 BUDGET ALLOCATION
MANDENI	Isithebe Phase 2	11, 12, 16 & 17	1193	ISU	R 6 000 000
NDWEDWE	Cele Nhlangwini/ Glendale	1	321	Rural	R 900 000
	Qwabe/Waterfall	3	602	Rural	R 1 000 000
	Magwaza/Waterfall	3	287	Rural	R 800 000
	Nkumbanyuswa Phase 2	10, 15 & 19	3 000	Rural	R 4 000 000
	Chili/Khumalo/Ngcolosi	17	566	Rural	R 600 000
	Mangangeni/Hlophe	19	601	Rural	R 700 000
	Nodwengu Phase 2	9 &10	1 003	Rural	R 835 000
	Bhamshela		300	Rural	R 800 000
KWADUKUZA	Glendale Farm/Trust	15 & 18	300	IRDP	R 800 000
	Greater Driefontein Ph 2 & 3	21	10 000	IRDP	R 10 000 000
	NEW Madundube	27	2400	IRDP	R 500 000
	Mgigimbe	9	500	ISU	R 500 000
	Nyathikazi	3	1009	IRDP	R 1 000 000
	Steve biko Phase 2	13, 26	1200	ISU	R 1 213 000
	Etete phase 4	7, 20	1480	ISU	R 700 000
	NEW Charlottdale	10,25	2000	ISU	R 500 000
	NEW Sihle Phakathi	24	1589	ISU	R 500 000
	Groutville priority 1 phase 2 (Chris Hani, Lloyds and Ntshawini)	15,14,26	3000	ISU	R 563 000
	Hyde Park	11	4600	IRDP	R 1 214 000

TABLE 55: HUMAN SETTLEMENT MTEF 2016/17

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MUNICIPALITY	PROJECT NAME	WARD NO.	TOTAL YIELD	PROJECT TYPE	2017/18 BUDGET ALLOCATION
MANDENI	Isithebe Phase 2	11, 12, 16 & 17	1193	ISU	R 6 000 000
NDWEDWE	Cele Nhlangwini/ Glendale	1	321	Rural	R 900 000
	Qwabe/Waterfall	3	602	Rural	R 1 000 000
	Magwaza/Waterfall	3	287	Rural	R 800 000
	Nkumbanyuswa Phase 2	10, 15 & 19	3 000	Rural	R 4 000 000
	Chili/Khumalo/Ngcolosi	17	566	Rural	R 600 000
	Mangangeni/Hlophe	19	601	Rural	R 700 000
	Nodwengu Phase 2	9 &10	1 003	Rural	R 835 000
	Bhamshela		300	Rural	R 800 000
KWADUKUZA	Glendale Farm/Trust	15 & 18	300	IRDP	R 800 000
	Greater Driefontein Ph 2 & 3	21	10 000	IRDP	R 10 000 000

TABLE 56: HUMAN SETTLEMENT MTEF 2017/18

MUNICIPALITY	PROJECT NAME	WARD NO.	TOTAL YIELD	PROJECT TYPE	BUDGET ALLOCATION
KWADUKUZA	Greater Driefontein Ph 2 & 3	21	10 000	IRDP	R 10 000 000
NDWEDWE	Qwabe/Waterfall	3	602	Rural	R 700 000
	Gcwensa Phase 2	2,6	616	Rural	R 1 800 000
	Mlamula Phase 2	2, 4, 5 & 6	1 083	Rural	R 2 900 000

TABLE 57: HUMAN SETTLEMENT MTEF 2018/19

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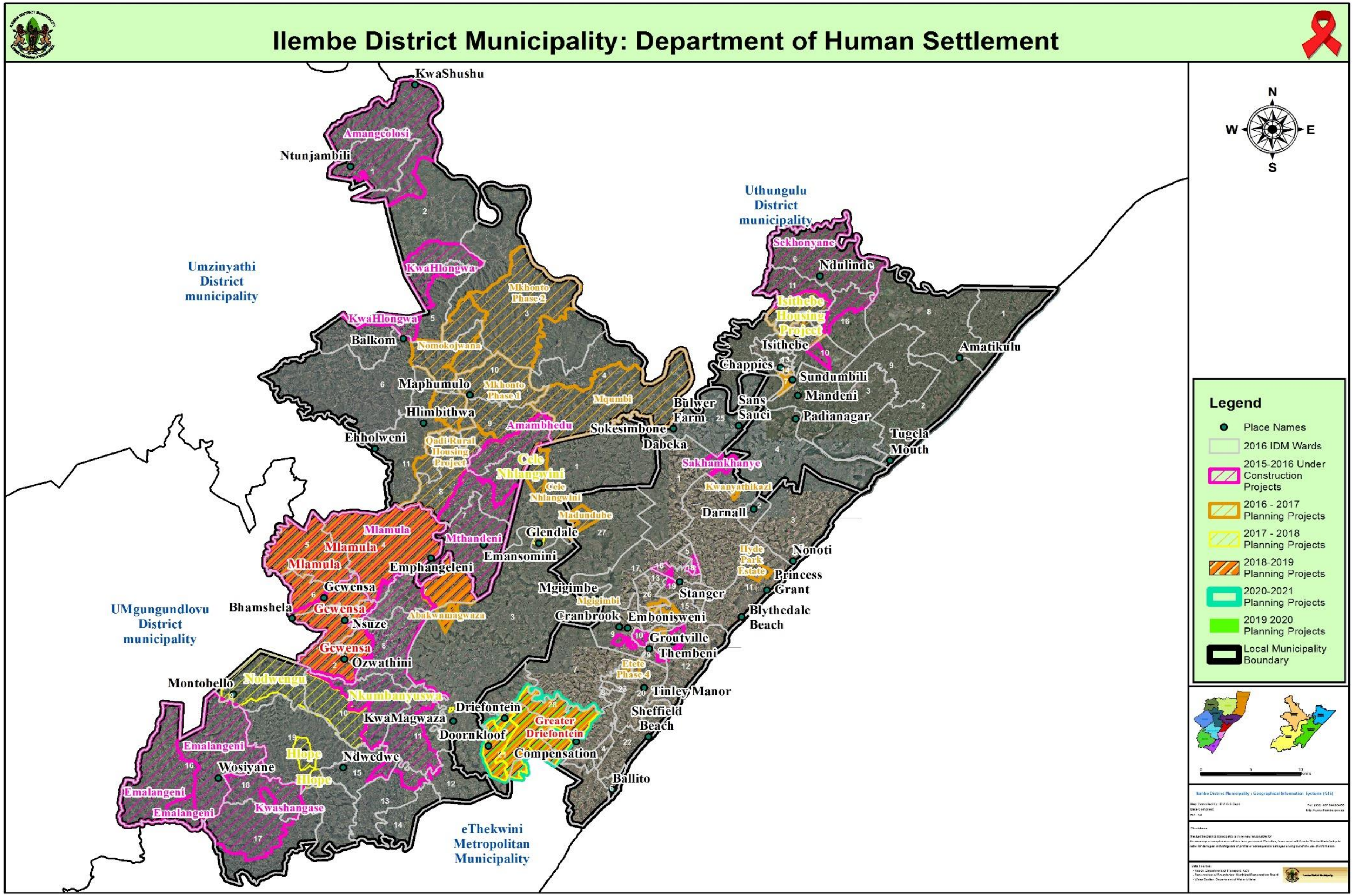

MAP 25: DEPT. OF HUMAN SETTLEMENT

8.1.3 DEPARTMENT OF EDUCATION

MUNICI	WARD NO.	PROGRAMME & PROJECT DESCRIPTION	PROJECT STAGE	MTEF (2016/2019)		
				2016/17 R (000)	2017/18 R (000)	2018/19 R (000)
MANDENI	3	Inyoni Development	Design		TBC	TBC
	3	Ifalethu P S (Water & Sanitation)	Implementation	2 800,00	TBC	TBC
	9	Macambini P S (Water & Sanitation)	Implementation	3 600,00	TBC	TBC
	10	Mandeni P S (Reserve 21) (Water & Sanitation)	Implementation	4 500,00	TBC	TBC
	8	Isinyabusi S S (Technical High Schools)	Implementation	1 000,00	TBC	TBC
	1	Sonqoba P S	Tender		TBC	TBC
	11	Mbuyiselo S S- Completion Project (Upgrades & Additions)	Tender	5 000,00	13 000,00	5 000,00
	1	Eziqungeni P S (Fencing Phase 1)	Implementation	500,00	TBC	TBC
	12	Dunga P S (Fencing)	Implementation	521,00	TBC	TBC
	5	Enembe P S (Fencing)	Implementation	565,00	TBC	TBC
	6	Evutha P S (Fencing)	Implementation	485,00	TBC	TBC
	12	Gcwalamoya P S (Fencing)	Implementation	563,00	TBC	TBC
	3	IFALETHU P	Implementation	864,00	TBC	TBC
	7	IMPOQABULUNGU S	Implementation	725,00	TBC	TBC
	8	Isinyabusi S S (Fencing)	Implementation	668	TBC	TBC
	6	Nkwenkwezi S S (Maintenance)	Design		TBC	TBC
	10	Mandeni P S (Reserve 21) (Maintenance)	Design	0	1 000	5 000
	10	Ekuvukeni P S (Maintenance)	Design	0	1 000	5 000
		KwaVusimusi H S (Repairs and Renovations)				
KWADUKUZA	2	Madundube (New High School)	Design			
	4	R A Padayachee (Storm Damage)	Implementation	2 000		
	16	Stanger P S (Storm Damage)	Implementation	2 000	2 000	
	11	Inkosi Albert Luthuli S S (Upgrades & Additions)	Implementation	10 000		
	20	Tinley Manor(Phase 2) Upgrades & Additions	Planning	5 000	20 000	10 000
	4	Chief Ngonyama S S (Technical High Schools)	Completed	1 000		

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	8	Shakaskraal Agricultural School (Agricultural Schools	Design	1 000	10 000	10 000
	16	Stanger S S (Repairs & Renovations)	Design	2 000	10 000	10 000
	13	Glenhills S S (Repairs & Repairs)	Design	1 000	5 000	5 000
	1	Nyakana P S (Maintenance)	Design	1 000	TBC	TBC
	2	Darnall P S (Maintenance)	Design	1 000	TBC	TBC
	18	Tshelenkosi S S (Maintenance)	Design	1 000	TBC	TBC
	14	Lloyds P S (Maintenance)	Design	1 000	TBC	TBC
	11	Enkukwini P S (Fencing)	Implementation	33	TBC	TBC
	15	IMBEWENHLE P (Fencing)	Implementation	154,00	TBC	TBC
NDWEDWE	6	Emkhambeni P S (Water & Sanitation)	Implementation	324,00	1 000 000	TBC
	4	Chief Ngonyama S S (Technical High Schools)	Implementation	200,00	100 000	TBC
	13	Lihlithemba S S (Technical High Schools)	Implementation	400,00	100 000	TBC
	17	Dulini P S (Upgrades & Additions)	Implementation	1 000,00		TBC
	16	Gcinimfundo S S (Upgrades & Additions)	Implementation	2 000,00		TBC
	9	Sotobe S S (Repairs & Renovations)	Implementation	700,00		TBC
	7	Waterfall P S (Upgrades & Additions)	Implementation	5 000,00	11 000	TBC
	17	Igugulamanyoni (Maintenance)	Design	300,00		TBC
	18	Kwashangase P S (Maintenance)	Design	300,00		TBC
	5	Qalakahle S S (Maintenance)	Design	300,00		TBC
	9	Khanyisa S S (Maintenance)	Design	300,00		TBC
	3	Mshwathi Memorial (Maintenance)	Design	270,00		TBC
	17	Ubuhlebesizwe S S (Maintenance)	Design	300,00		TBC
	9	Nondabula P S (Maintenance)	Design	300,00		TBC
	11	Isigudu P S (Fencing Phase 1)	Implementation	350,00		TBC
	17	Ezimpondweni P S (Fencing Phase 1)	Implementation	220,00		TBC
	18	Hawa P S (Fencing Phase 1)	Implementation	280,00		TBC
	14	Makhawula P S (Fencing Phase 1)	Implementation	185,00		TBC
	18	Mashiza P S (Fencing Phase 1)	Implementation	270,00		TBC

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	17	Meyiwa P S (Fencing Phase 1)	Implementation	255,00		TBC
	18	Siqondokuhle P S (Fencing Phase 1)	Implementation	100,00		TBC
	10	Ekuvukeni P S (Fencing Phase 1)	Implementation	215,00		TBC
	18	A M Moola (Fencing)	Implementation	290,00		TBC
	7	Amabutho P S (Fencing)	Implementation	175,00		TBC
	10	Dikwayo P S (Fencing)	Implementation	165,00		TBC
	16	Emakhasini P S (Fencing)	Implementation	165,00		TBC
	6	Emkhambeni P S (Fencing)	Implementation	660,00		TBC
	11	Emlandeleni P S (Fencing)	Implementation	455,00		TBC
	7	Emsengeni P S (Fencing)	Implementation	415,00		TBC
	10	Enkumbeni P S (Fencing)	Implementation	415,00		TBC
	8	Esidumbini P S (Fencing)	Implementation	550,00		TBC
	7	Hlalakahle P S (Fencing)	Implementation	470,00		TBC
	17	IGUGULAMANYONI P	Implementation	315,00		TBC
	1	HULETT P	Implementation	415,00		TBC
	3	GLENDALE P	Implementation	490,00		TBC
	19	INHLANGANISO P	Implementation	300,00		TBC
	13	Intaphuka P S (Fencing)	Implementation	640,00		TBC
	3	Inyangenye P S (Fencing)	Implementation	360,00		TBC
	17	Isaviyo PS (Fencing)	Implementation	330,00		TBC
	4	Isithembelo P S (Fencing)	Implementation	370,00		TBC
MAPHUMULO	2	Hluphizwe P S (Storm Damage)	Tender	1 000	2 000	TBC
	1	Thethandaba P S (Storm Damage)	Tender	1 000	2 000	TBC
	6	Thandayiphi S S (Storm Damage)	Implementation	1 000	2 000	TBC
	11	Ocheni P S (Storm Damage)	Implementation	1 000	2 000	TBC
	3	Ekunqobeni P S (Storm Damage)	Implementation	1 000	2 000	TBC
	2	Hlangabeza S S (Storm Damage)	Tender	1 000	2 000	TBC
	3	Nomakhaladi P S (ECD Completion Project)	Tender	500		TBC
	2	Dingizwe P S (Maintenance)	Design	1 000		TBC
	2	Endandathweni P S (Maintenance)	Design	1 000		TBC
	1	Kranskop S S (Maintenance)	Design	1 000		TBC
	1	Vusisizwe P S (Maintenance)	Design	1 000		TBC

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	3	Emphise P S (Maintenance)	Design	1 000		TBC
	3	Esihlushwaneni P S (Maintenance)	Design	1 000		TBC
	3	Inkonjane S S (Maintenance)	Design	1 000		TBC
	4	Mvumase P S (Maintenance)	Design	1 000		TBC
	6	Lethuxolo S S (Maintenance)	Design	1 000		TBC
	8	Ebukhosini P S (Fencing)	Implementation	165,00		TBC
	3	Ekunqobeni P S (Fencing)	Implementation	225,00		TBC
	8	Embonqeni P S (Fencing)	Implementation	350,00		TBC
	3	Embusweni P S (Fencing)	Implementation	120,00		TBC
	3	Enyokeni P S (Fencing)	Implementation	275,00		TBC
	2	Esese P S (Fencing)	Implementation	165,00		TBC
	11	Esindi P S (Fencing)	Implementation	165,00		TBC
	11	Esiqhoqweni P S (Fencing)	Implementation	520,00		TBC
	4	Ezithabeni P S (Fencing)	Implementation	470,00		TBC
	7	Fundani P S (Fencing)	Implementation	172,00		TBC
	6	Hhomoyi P S (Fencing)	Implementation	310,00		TBC
	2	Hlangabeza S S (Fencing)	Implementation	1 200,00		TBC
	6	Bonginkosi P S (Fencing)	Implementation	321,00		TBC
	3	Esihlushwaneni C P (Fencing)	Implementation	165,00		TBC
	12	GCWALAMOYA P (Fencing)	Implementation	565,00		TBC
	8	HLONONO S (Fencing)	Implementation	165,00		TBC
	8	IKHUSANA C (Fencing)	Implementation	165,00		TBC
	5	Inhlokozi S S (Fencing)	Implementation	460,00		TBC
	11	Inkolovuzane(Fencing)	Implementation	315,00		TBC
	3	Inkonjane P S (Fencing)	Implementation	325,00		TBC
	7	Iqabavu P S (Fencing)	Implementation	205,00		TBC

TABLE 58: DEPT. OF EDUCATION

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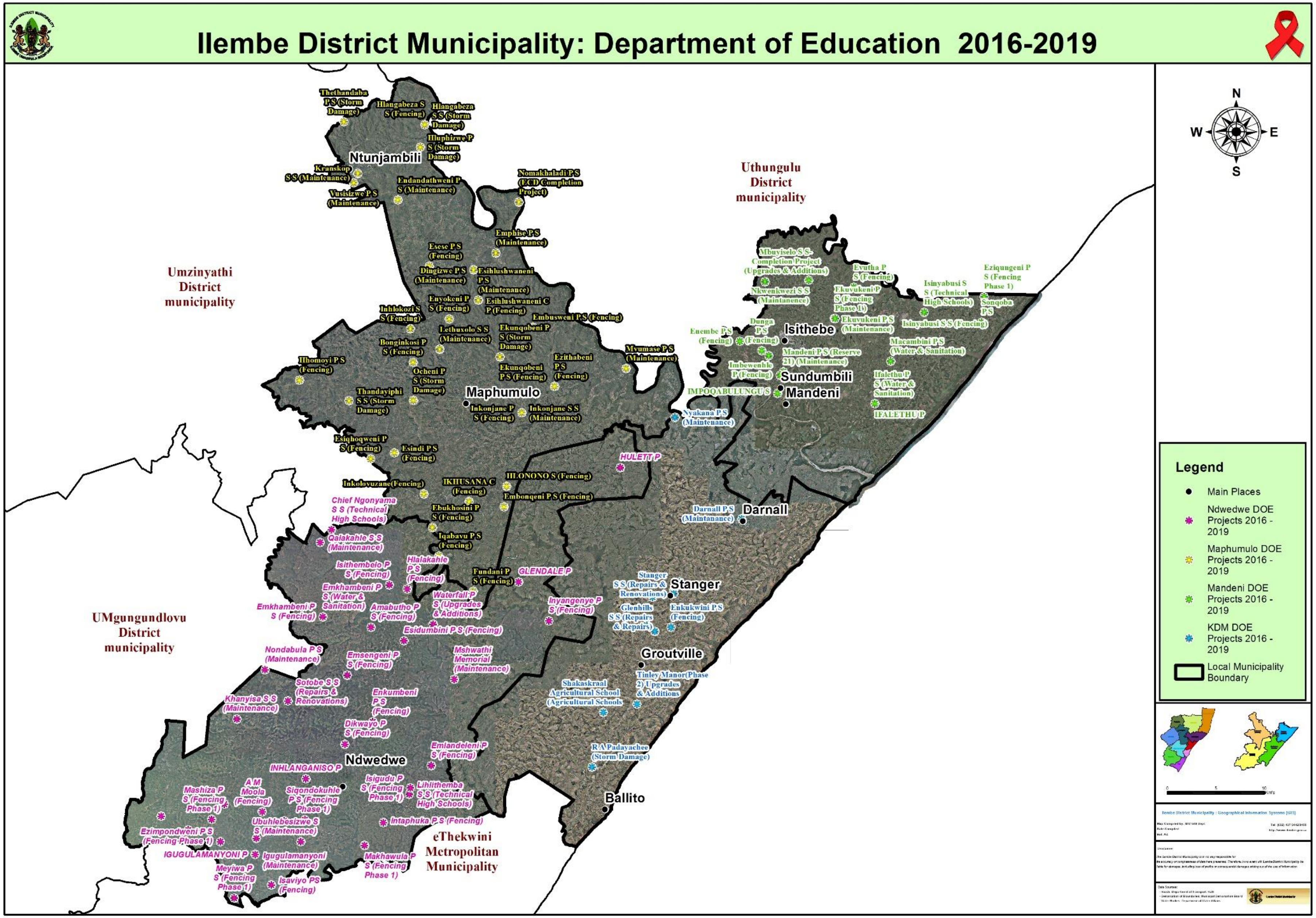

MAP 26: DEPT. OF EDUCATION

8.1.4 DEPARTMENT OF TRANSPORT

MUNICIPALITY	PROJECT / PROGRAMME NAME	NATURE OF INVESTMENT	2017/18	2018/19	2019/20
			INDICATIVE BASELINE 20017/2018	INDICATIVE BASELINE 2018/2019	INDICATIVE BASELINE 2019/2020
KZ291 MANDENI LM	P415 UPGRADE	Upgrades and additions	10 000	10 590	11 400
	D883 UPGRADE	Upgrades and additions	10 000	10 590	11 400
	D1514 UPGRADE	Upgrades and additions	13 933	10 590	11 400
	P713 UPGRADE	Upgrades and additions	10 752	10 590	11 400
	P104 UPGRADE	Upgrades and additions	20 000	10 590	11 430
	P712 UPGRADE	Upgrades and additions	10 000	10 590	22 800
	P714 UPGRADE	Upgrades and additions	10 000	10 590	22 800
	P100 UPGRADE	Upgrades and additions	10 000	10 590	22 800
	D865 UPGRADE	Upgrades and additions	10 000	10 590	11 400
KZ292 KWADUKUZA LM	3500 MPAMBANYONI VEHICULAR BRIDGE ON L2807	New Infrastructure assets	700	-	-
	3730 MANGWENYA RIVER PEDESTRIAN BRIDGE	New Infrastructure assets	1 200	-	-
	3433 MVUMASE TUGELA RIVER PED BRIDGE	New Infrastructure assets	5 000	-	-
	3553 PAMBELA RIVER PEDESTRIAN BRIDGE	New Infrastructure assets	770	-	-
	3202 MSUNDUZE RIVER BRIDGE ON NEW ROAD - NYONI	New Infrastructure assets	1 000	-	-
	3806 NYEZANE RIVER BRIDGE ON NEW LINK ROAD - AMATIKULU	New Infrastructure assets	1 000	-	-
	3601 MDLOTI RIVER BRIDGE ON MAIN ROAD P713	New Infrastructure assets	5 000	-	-
KZ292 KWADUKUZA LM	P403 RESEAL	Maintenance and repair	-	-	2 775
	P20-1 REHAB	Refurbishment and rehabilitation	10 000	-	-
	P103-1 REHAB	Maintenance and repair	3 366	-	-
	P467 REHAB	Refurbishment and rehabilitation	1 949	-	-
	P387 REHAB	Refurbishment and rehabilitation	-	5 400	-
	RETENTION REHAB	Refurbishment and rehabilitation	-	9 000	-
KZ292/KZ293 KWADUKUZA/NDWEWE LM	P103-2 RESEAL	Refurbishment and rehabilitation	-	-	-
	P104 REHAB	Refurbishment and rehabilitation	2 292	-	-

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	P110 REHAB	Refurbishment and rehabilitation	-	11 160	-
	P20-1 REHAB	Refurbishment and rehabilitation	-	-	74 230
KZ293 NDWEDWE LM	L1039 STRUCTURE 1	New Infrastructure assets	2 000	-	-
	L1039 STRUCTURE 2	New Infrastructure assets	2 000	-	-
	MATERIALS NEW GRAVEL ROAD	New Infrastructure assets	1 658	-	-
	A3957 MAVUNDLA NEW GRAVEL ROAD	New Infrastructure assets	2 000	-	-
	FUELS NEW GRAVEL ROAD	New Infrastructure assets	87	-	-
	MPANZA NEW GRAVEL ROAD	New Infrastructure assets	2 000	-	-
	OL01929 NDABAKHATHAZA RD NEW GRAVEL ROAD	New Infrastructure assets	2 000	-	-
	A3957 MAVUNDLA ROAD PIPES & HEADWALL CONTRACT 7	New Infrastructure assets	195	-	-
	A3957 MAVUNDLA ROAD PIPES & HEADWALL CONTRACT 8	New Infrastructure assets	195	-	-
	A3957 MAVUNDLA ROAD PIPES & HEADWALL CONTRACT 9	New Infrastructure assets	195	-	-
	MPANZA RD PIPES & HEADWALL CONTRACT 1	New Infrastructure assets	195	-	-
	MPANZA RD PIPES & HEADWALL CONTRACT 2	New Infrastructure assets	195	-	-
	OL01929 NDABAKHATHAZA RD ROAD PIPES & HEADWALL CONTRACT 2	New Infrastructure assets	195	-	-
	OL01929 NDABAKHATHAZA ROAD PIPES & HEADWALL CONTRACT 1	New Infrastructure assets	195	-	-
	OL01929 NDABAKHATHAZA ROAD PIPES & HEADWALL CONTRACT 3	New Infrastructure assets	195	-	-
KZ292 KWADUKUZA LM	PLANT NEW GRAVEL ROAD	New Infrastructure assets	685	-	-
KZ292 KWADUKUZA LM	MATERIALS NEW GRAVEL ROAD	New Infrastructure assets	-	3 096	-
KZ292 KWADUKUZA LM	FUELS NEW GRAVEL ROAD	New Infrastructure assets	-	87	-
KZ292 KWADUKUZA LM	MATERIALS NEW GRAVEL ROAD	New Infrastructure assets	-	3 096	-
KZ292 KWADUKUZA LM	FUELS NEW GRAVEL ROAD	New Infrastructure assets	-	87	-
KZ292 KWADUKUZA LM	PLANT NEW GRAVEL ROAD	New Infrastructure assets	-	685	-
KZ292 KWADUKUZA LM	MATERIALS NEW GRAVEL ROAD	New Infrastructure assets	-	-	3 717

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KZ292 KWADUKUZA LM	FUELS NEW GRAVEL ROAD	New Infrastructure assets	-	-	87
KZ292 KWADUKUZA LM	PLANT NEW GRAVEL ROAD	New Infrastructure assets	-	-	2 685
KZ293 NDWEDWE LM	D1517 STRUCTURE	New Infrastructure assets	-	2 000	-
	MPANZA STRUCTURE	New Infrastructure assets	-	2 000	-
	D1517 STRUCTURE	New Infrastructure assets	-	2 000	-
	MPANZA STRUCTURE	New Infrastructure assets	-	2 000	-
	PIPES & HEADWALL CONTRACT 1	New Infrastructure assets	-	585	-
	PIPES & HEADWALL CONTRACT 2	New Infrastructure assets	-	585	-
	PIPES & HEADWALL CONTRACT 3	New Infrastructure assets	-	390	-
	L1038 SONTSHENGE STRUCTURE 1	New Infrastructure assets	-	-	4 000
	MAHLALELA RD NEW GRAVEL ROAD	New Infrastructure assets	-	-	2 000
	MHLONGO NEW GRAVEL ROAD	New Infrastructure assets	-	-	2 000
	NHLABANIKHOSI RD NEW GRAVEL ROAD	New Infrastructure assets	-	-	2 000
	MAHLALELA RD PIPES & HEADWALL CONTRACT 1	New Infrastructure assets	-	-	195
	MAHLALELA RD PIPES & HEADWALL CONTRACT 2	New Infrastructure assets	-	-	195
	MAHLALELA RD PIPES & HEADWALL CONTRACT 3	New Infrastructure assets	-	-	195
	MHLONGO ROAD PIPES & HEADWALL CONTRACT 1	New Infrastructure assets	-	-	195
	MHLONGO ROAD PIPES & HEADWALL CONTRACT 2	New Infrastructure assets	-	-	195
	NHLABANIKHOSI RD PIPES & HEADWALL CONTRACT 1	New Infrastructure assets	-	-	195
	NHLABANIKHOSI RD PIPES & HEADWALL CONTRACT 2	New Infrastructure assets	-	-	195
	NHLABANIKHOSI RD PIPES & HEADWALL CONTRACT 3	New Infrastructure assets	-	-	195
DC29 ILEMBE DM	PREVENTATIVE MAINTENANCE (REGRAVELLING) DC29	Maintenance and repair	51 456	53 488	64 319
DC29 ILEMBE DM	ROUTINE MAINTENANCE DC29	Maintenance and repair	25 990	31 535	32 481
DC29 ILEMBE DM	SAFETY MAINTENANCE (BLACKTOP PATCHING) DC29	Maintenance and repair	15 620	16 600	17 098
DC29 ILEMBE DM	SAFETY MAINTENANCE DC29	Maintenance and repair	11 600	12 380	12 751
DC29 ILEMBE DM	SPECIAL MAINTENANCE DC29	Maintenance and repair	5 310	10 023	10 324
DC29 ILEMBE DM	ROUTINE MAINTENANCE (ZIBAMBELE) DC29	Non infrastructure	23 056	25 116	27 869

TABLE 59: DEPT. OF TRANSPORT

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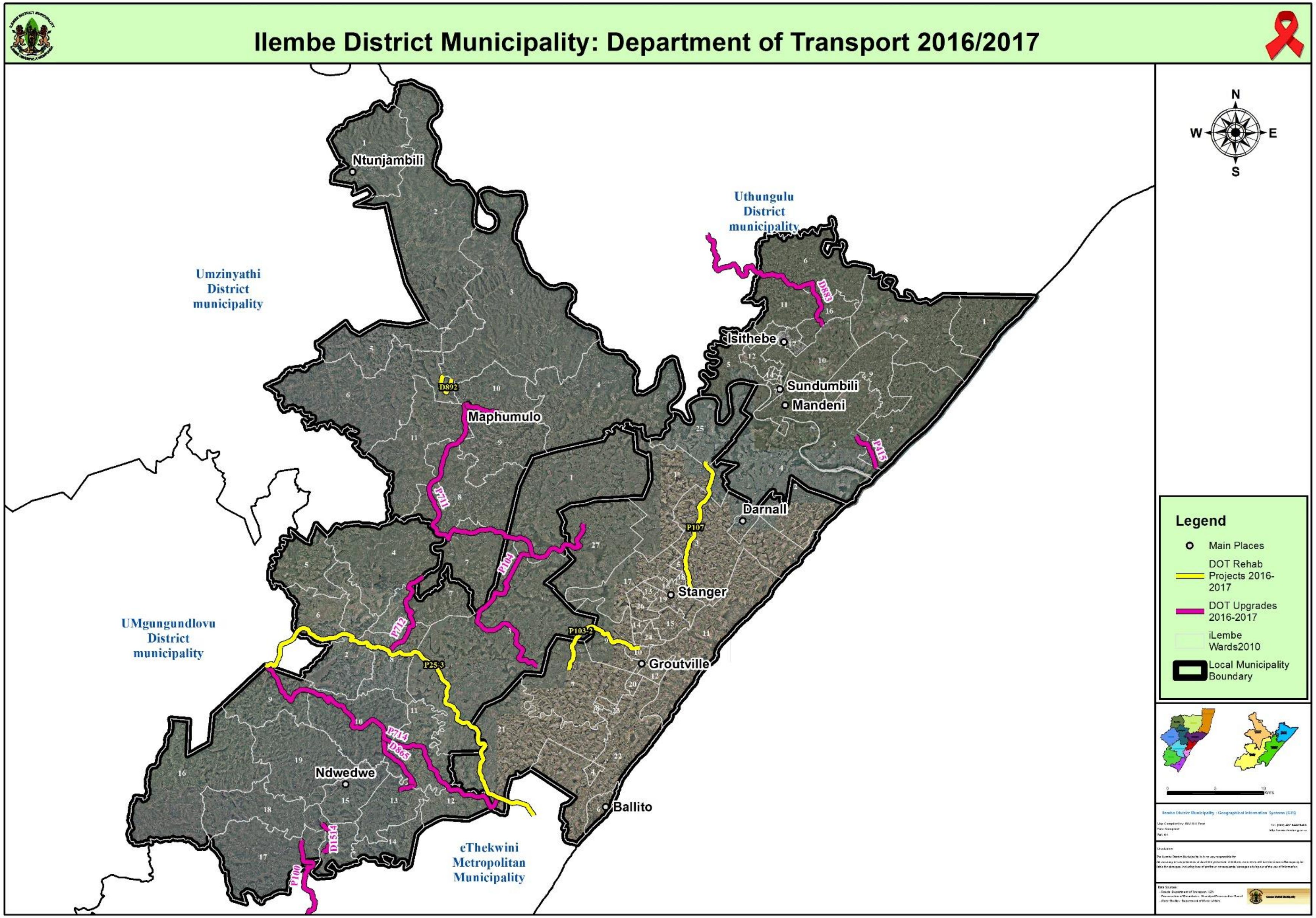

MAP 27: DEPT. OF TRANSPORT

8.1.5 DEPARTMENT OF AGRICULTURE

Municipality	WARD NO.	PROJECT NAME	PROJECT TYPE	PROJECT STAGE	MTEF		
					2017/2018 R (000)	2018/2019 R (000)	2019/2020 R (000)
Mandeni	1	Sofoco	Fish Farming	Design	R6 000 000.00	R3 000 000.00	R3 000 000.00
	9	Macambini	Communual Estate	Design	R1000 000.00		
KwaDukuza	27	Mandalay	Piggery	Design	R 2 531 554,00	R2 500 000.00	R2 500 000.00
Ndwedwe	17,18& 19	Mdloti Makhuluseni	River Valley	Design	R2 100 000.00		
	16	Dudula	Food Security	Design	R37 500.00		
	16	Dulela	Food Security	Design	R24 750.00		
Maphumulo	2	Jikijela	Cluster	Design	R 1 035 000,00	R 1 035 000,00	R1000 000.00
	7	Qwabe Thuthuka	Layers	Design	R2 000 000.00	R2 000 000.00	R1000 000.00
	1	Qedumona	Food Security	Design	R146 370.00		
	1	Zibuse	Food Security	Design	R622 500.00		

TABLE 60: DEPT. OF AGRICULTURE

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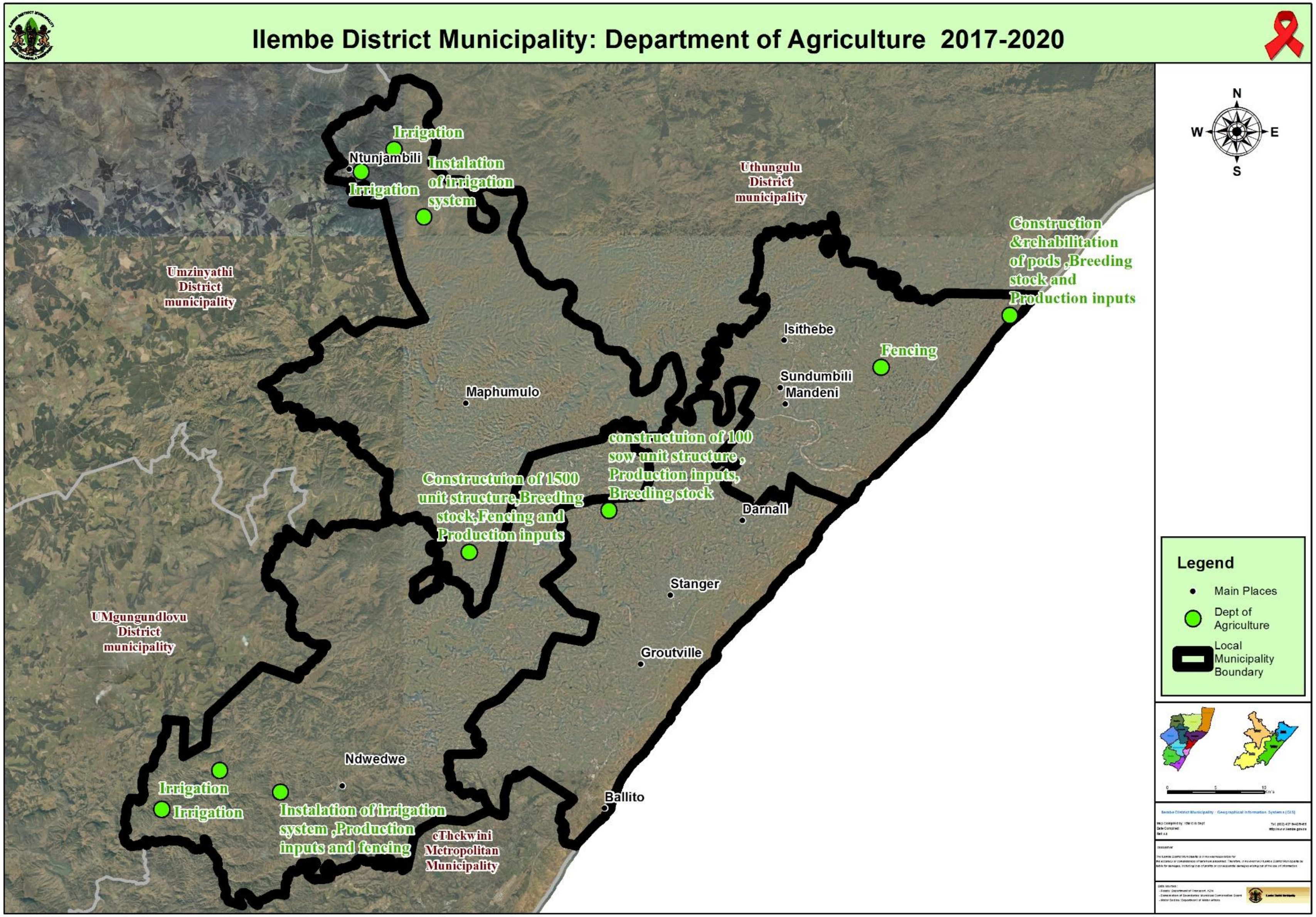

MAP 28: DEPARTMENT OF AGRICULTURE

8.1.6 UMGENI WATER

Municipality	WARD NO.	PROGRAMME & PROJECT DESCRIPTION	PROJECT STAGE	MTEF (2017-2020)		
				2017/18 R (000)	2018/19 R (000)	2019/20 R (000)
Mandeni	3, 4, 10	**Lower Thukela Bulk Water Supply Scheme** Purpose: Augment the bulk water supply on the North Coast to meet the anticipated growth in demands. Expected Outcomes: Weir and 110Ml/day abstraction works on the uThukela River; de-silting works; WTP initially sized to 55Ml/day and ultimate 110Ml/day, pump stations and bulk supply pipelines to deliver water from the WTP to Mandeni Municipality and KwaDukuza Municipality.	Implementation	35 495	1 775	
KwaDukuza	27	**Maphumulo Bulk Water Scheme Phase 3** Purpose: To supply the communities in Maphumulo, Maqumbi and Ashville from the Imvutshane River with an assured supply of water. Expected Outcomes: Upgrade of the WTP to 12Ml/day.	Planning	10 366		
	27	**Maphumulo Bulk Water Scheme Phase 4** Purpose: To supply the communities in Maphumulo, Maqumbi and Ashville from the Imvutshane River with an assured supply of water. Expected Outcomes: New weir, abstraction works, pump-station on the Hlimbitwe River and pipeline to convey raw water into the iMvutshane Dam to meet the future 12 Ml/day demand.	Planning	1 145		

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	2, 3, 14, 16, 19 and 26	**Lower Thukela Bulk Water Supply Scheme** Purpose: Augment the bulk water supply on the North Coast to meet the anticipated growth in demands. Expected Outcomes: Weir and 110Ml/day abstraction works on the uThukela River; de-silting works; WTP initially sized to 55Ml/day and ultimate 110Ml/day, pump stations and bulk supply pipelines to deliver water from the WTP to Mandeni Municipality and KwaDukuza Municipality.	Implementation	35 495	1 775	
Ndwedwe	1	**Maphumulo Bulk Water Scheme Phase 3**	Planning	10 366		
		Maphumulo Bulk Water Scheme Phase 4 Purpose: To supply the communities in Maphumulo, Maqumbi and Ashville from the Imvutshane River with an assured supply of water. Expected Outcomes: New weir, abstraction works, pump-station on the Hlimbitwe River and pipeline to convey raw water into the iMvutshane Dam to meet the future 12 Ml/day demand.	Planning	1 145		
	9	**Greater uMshwathi Regional Bulk Water Supply Scheme (Phase 1, 2 and 3)** Purpose: The augmentation of the existing Greater Wartburg Bulk Water Supply System and the extension of this system to supply the areas of Greater Efaye and Ozwathini. Expected Outcomes: Augmentation of the existing Greater Wartburg bulk water system and extension of this system to supply the areas of Greater Efaye and Ozwathini.	Implementation	303 954	82 898	175 774
	2, 9, 10, 11, 16, 17, 18 and 19 (subject to study being completed)	**Southern Ndwedwe Bulk Water Supply Scheme (Phase 4 of the Greater uMshwathi Regional Bulk Water Supply Scheme)** To provide an assured supple of water to the Southern Ndwedwe area.	Planning	2 000	4 000	4 000

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Maphumulo	8, 9, 10 and 11	**Maphumulo Bulk Water Scheme Phase 3** Purpose: To supply the communities in Maphumulo, Maqumbi and Ashville from the Imvutshane River with an assured supply of water. Expected Outcomes: Upgrade of the WTP to 12Ml/day.	Planning	10 366		
	4, 8, 9, 10 and 11	**Maphumulo Bulk Water Scheme Phase 4** Purpose: To supply the communities in Maphumulo, Maqumbi and Ashville from the Imvutshane River with an assured supply of water. Expected Outcomes: New weir, abstraction works, pump-station on the Hlimbitwe River and pipeline to convey raw water into the iMvutshane Dam to meet the future 12 Ml/day demand.	Planning	1 145		

TABLE 61: UMGENI WATER

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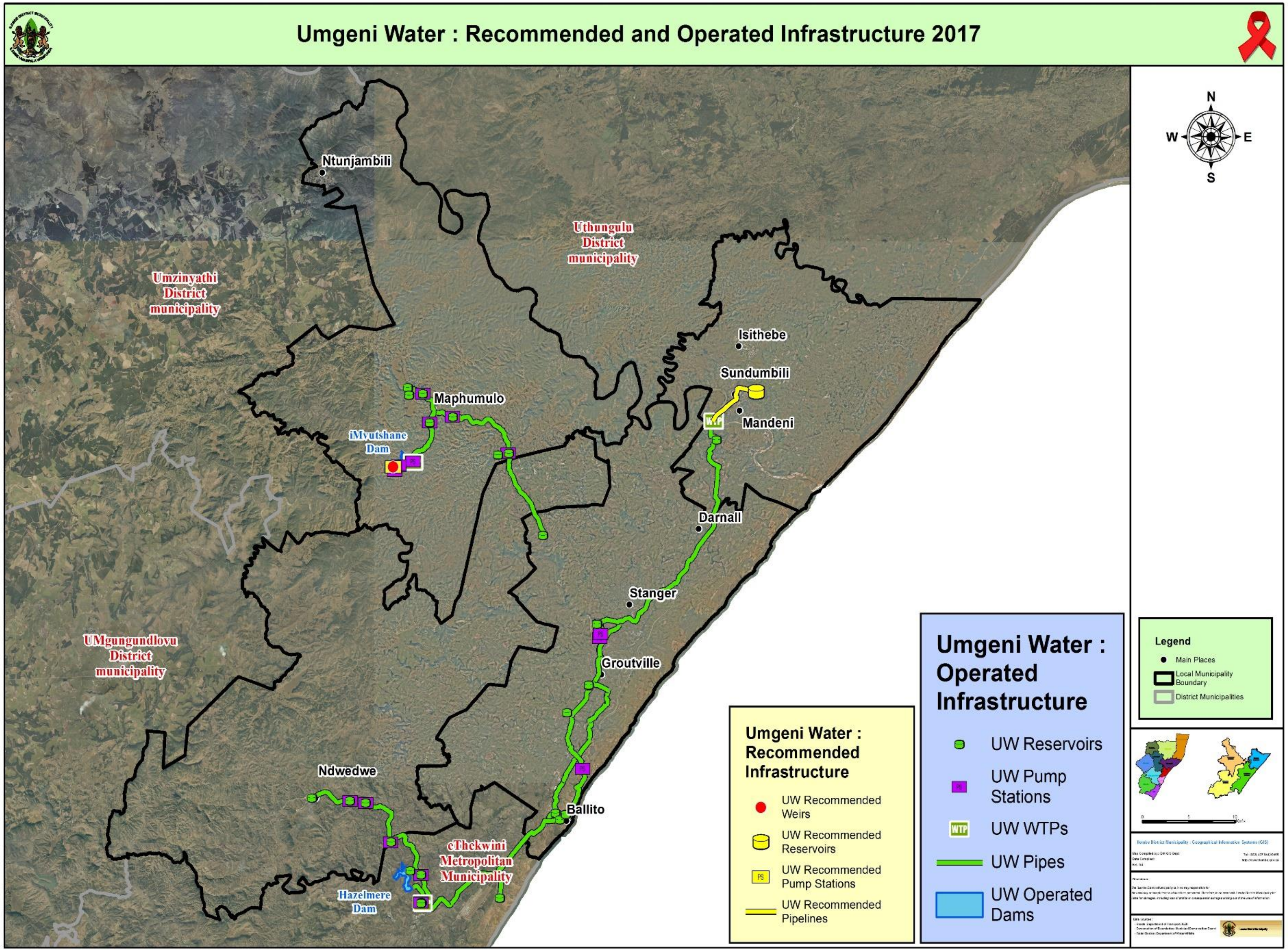

MAP 29: UMGENI WATER

8.1.7 SEMBCORP

WARD NO.	PROGRAMME & PROJECT DESCRIPTION	PROJECT STAGE	MTEF		
			2017/2018 R (000)	2018/2019 R (000)	2019/2020 R (000)
Frazers WWTW	Replace Wooden doors x 5 for Pump Stations- Frasers	Implementation	50		
Frazers WWTW	Replace Grit Pump @Frasers when packed up	Implementation	45		
Sheffield WWTW	Lab Equipment for Sheffield - pH,Chlorine , Ammonia	Planning	30		
Lali Park	Genset, fence and security & sandtrap	Planning	100		
Salt Rock	Installation of Odour Control Units x 2	Implementation	130		
Simbithi SPS	2 x New Pump set 2 x VSDS	Planning	150		
Basil Hulett & Hewitt Rd	Upgrade of 500m of 110mm Upvc Water main	Implementation	500		
Shakashead SPS	1 x New Pumps, & vsds's	Planning	150		
Frazers WWTW	Extension of Workshop	Pre-Planning	250		
T/MANOR STATION	Upgrade of AC Mains -	Planning	480		
Taffeni	Replace 1 x submersible pumps with borehole pumps	Planning	50		
Hugh Dent PRV	Hewit PRV Upgrade & smart valve	Planning	190		
ShaksHead	Water Supply to S/head (Bogmore feed)	Implementation	350		
Ballito	Powerfactor program	Planning	150		
Shakas WWTW	Replace concrete around inlet channel inlet works	Implementation	60		
All areas	Automatic Samplers - monitoring works and industries	Planning	280		
Shakaskraal SPS	New Pumps, & Security Fencing	Planning	150		
Village SPS	Access Roads for SPS	Planning	50		
Susan Av, Ballito	Upgrade of 350m of 110mm Upvc Water main	Planning	450		
Sandra Rd, Ballito	Upgrade of 160m of 110mm Upvc Water main	Planning	340		
Salt rock	Installation of Gravity Sewers in 4 Phases	Planning	2 000		

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Shakashead Upper	150m of 160mm Sewer Replacement	Planning	145		
Various areas	Raise and replace meters	Planning	220		
RDP Areas	Removal and Installation of Standpipes	Planning	200		
Various areas	Raise and replace Sewer Manholes	Planning	330		
Various areas	Sundry	Planning	1 600		
Various areas	Raise and replace meters	Planning		240	
Various RDP Areas	Removal and Installation of Standpipes	Planning		190	
Various Areas	Raise and replace Sewer Manholes	Planning		350	
Simbithi SPS	2 x New Pump set 2 x VSDS	Planning		750	
Tinley Manor	T/Manor Res Inlet upsized	Planning		200	
Village SPS	New Electrical Panel	Planning		160	
Salt Rock	Installation of Gravity Sewers in 4 Phases	Planning		1 685	
Salt Rock	Rising Main Salt Rock to Hugh Dent	Planning		2 255	
Shakashead Upper	150m of 160mm Sewer Replacement	Planning		150	
Santorini & Honolulu	Gensets for SPS	Planning		300	
Frasers WWTW (6)	Replace sand in drying beds, Grit Pump, sluice Plates & NRV	Planning		160	
Ashley Rd, Ballito	Upgrade of 450m of 160mm Upvc Water main	Planning		500	
Basil Hulett & Hewitt Rd	Upgrade of 1200m of 110mm Upvc Water main	Planning		400	
Simbithi SPS	New Pump set 2	Planning		500	
Santorini SPS	Odour Control and Access Road	Planning		175	
Woodmead 1& 2, Ext 3	Security and Fencing	Planning		200	
Shakaskraal WWTW	Removal of Sludge from Sludge Pond 2	Planning		205	
Frazers WWTW	Replace Raw Sewerage Pump 1	Planning		75	
Sheffield WWTW	Install Ammonia Meter and Automatic Sampler	Planning		60	
Frazers WWTW	Replace Hydraulic Grease Gun & NRVs	Planning		50	
Various Areas	Raise and replace meters	Planning			260

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Various Areas	Removal and Installation of Standpipes	Planning			200
Various Areas	Raise and replace Sewer Manholes	Planning			380
Salt Rock (22)	Installation of Gravity Sewers in 4 Phases	Planning			2 350
Salt Rock (22)	Rising Main Salt Rock to Hugh Dent	Planning			2500
Frasers WWTW (6)	Replace Raw Sewerage Pump 1	Planning			260
Compensation Beach Rd	Installation of Isolatiuon Valves	Planning			200
Michelle St (Ballito)	Upgrade of 450m of 110mm Upvc Water main	Planning			180
Graland Rd, Salt Rock	Relocate 350m of 160mm sewer mains	Planning			800
Balito Business Park	Relocate 650m of 160mm sewer mains	Planning			700
Shakaskraal SPS	New Pumps, Electrical Panel & Security Fencing	Planning			555
Chakas Cove & Zimbali Lakes	Access Roads for SPS	Planning			100
Frazers WWTW	Replace Raw Sewerage Pump 1	Planning			75
Frazers WWTW	Replace Ladders & Fridge	Planning			11
Frazers WWTW	Replace standby House Furniture	Planning			20
Sheffield WWTW	Replace portable PH Conductor Meter	Planning			12

TABLE 62: SEMBCORP

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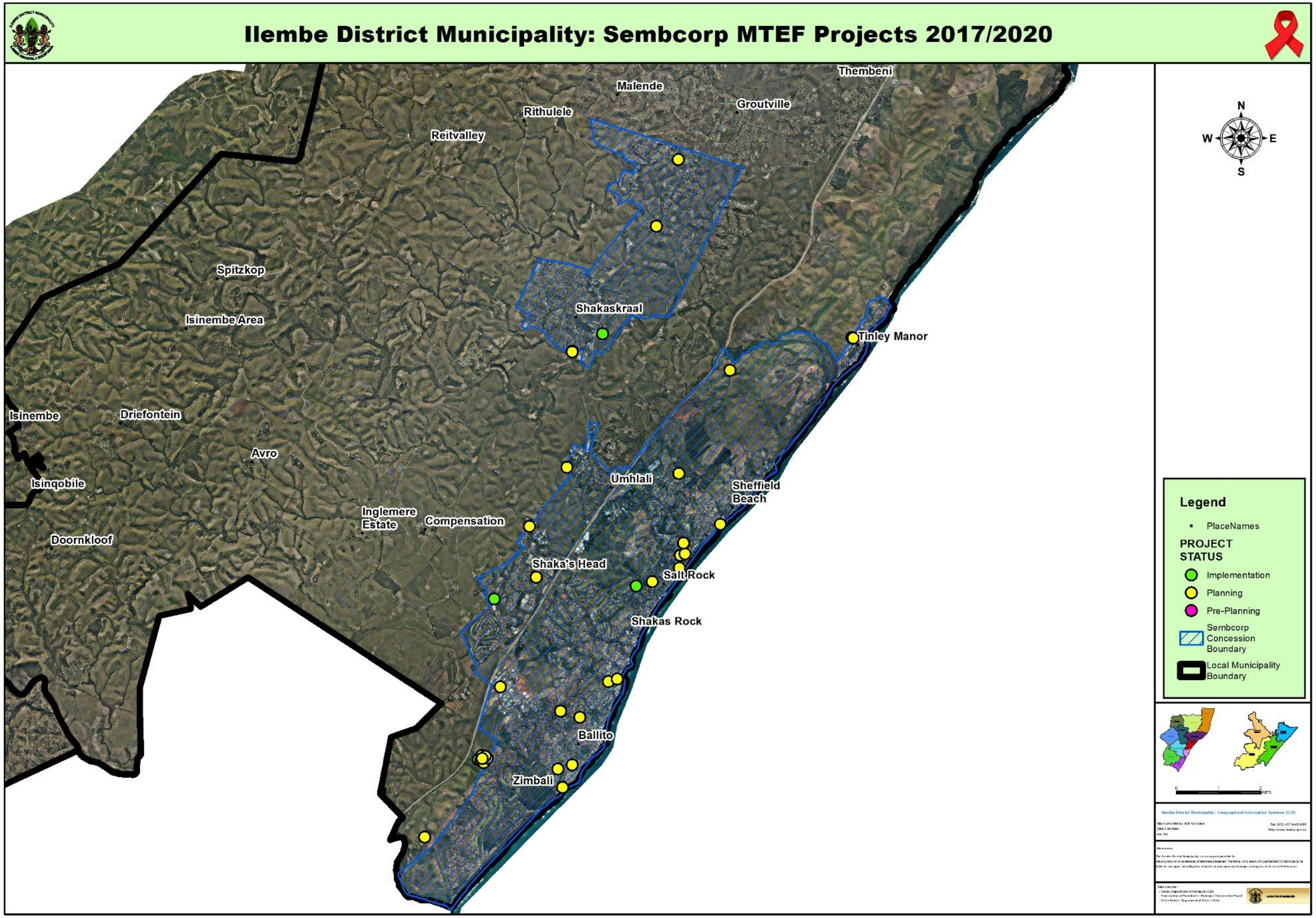
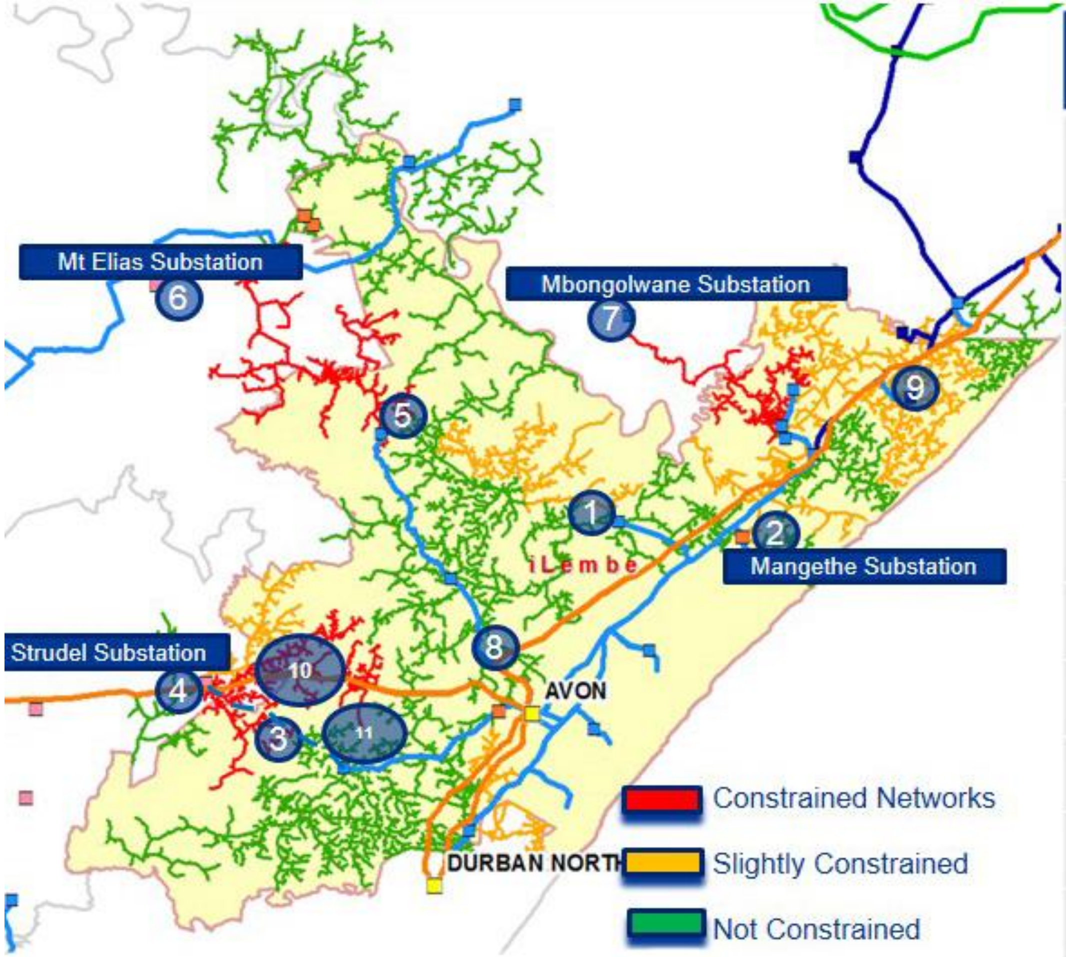


MAP 29: SEMBCORP

8.1.8 ESKOM



#	Project Name	Form Status
1	Mandini 132/11 kV 20 MVA Transformer Upgrade – Construction, soon to be complete	ERA
2	Mangethe 132/11 kV 20 MVA SS est – In construction- Completion in December 2016	ERA
3	Ndwendwe-Appelsbosch 132kV line establishment	CRA
4	Strudel 132/22kV 2x20 MVA Substation	CRA
5	Glendale 132/22kV Substation Capacity Increase from 7.5MVA to 20MVA.	DRA
6	Mt Elias 132/22 kV 2x20 MVA Substation Establish	DRA
7	Mbongolwane 132/22 kV 2X20 MVA Substation Establish	DRA
9	Mandini-Amatikulu 132kV line	CRA
10	Appelsbosch NB50 Partial Conversion to 22kV	CRA
11	Ndwedwe Substation new 22kV Feeder Bay	CRA

MAP 30: ESKOM

CHAPTER 9: ORGANISATIONAL PERFORMANCE

9.1 ORGANISATIONAL & INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

The Municipal Systems Act (MSA) of 2000 mandates municipalities to establish performance management systems, and the Planning and Performance Management Regulations of 2001 describes the municipality's performance management system as consisting of a framework that articulates and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed and to determine the roles of different stakeholders.

9.2 ILEMBE ORGANISATIONAL PERFORMANCE SYSTEM

The iLembe District Municipality's adopted an Organisational Performance Framework in June 2012 and will be reviewing it on an annual basis.

The Model used by iLembe District Municipality in terms of PMS implementation is as depicted in the diagram below:

FIGURE 17: ILEMBE OPMS

The process of developing an organisational performance management system for the iLembe District Municipality began in 2004 and has vastly improved since then.

The components of the iLembe PMS are as follow:

- **Plan:** The Municipal Manager and Executive Committee share the responsibility for developing the project related and individual performance standards. All performance standards consist of outcomes (products or accomplishments) and expectations (measurement of outcomes in terms of cost, quality, quantity, time, etc.).

- **Monitor:** The Municipal Manager and Council observe the performance of the Executive Directors and provide feedback throughout the year, not just at the end of the performance cycle. Executive Directors can provide feedback on how well the Municipal Manager and the Council carry out their performance management responsibilities.

- **Develop**: The Municipal Manger has an open discussion with the Executive Directors to identify their training and other needs for improving his or her job performance.

- **Performance Summary:** A narrative description of the Executive Directors' performance, prepared by the Municipal Manager with input from the Executive Directors, is given to each Executive Director in a face-to-face meeting. A performance summary should include: an assessment of the Executive Director's effectiveness in meeting his or her goals and objectives, any recognition received and areas of suggested improvement.

- **Recognition**: The Municipal Manager and Council are encouraged to reward Executive Directors throughout the year for doing their jobs well. Recognition may occur in a number of ways, i.e. verbal praise, cash awards, and time-off awards.

The iLembe IDP forms the basis of the PMS and provides the institutional analysis and assessment of the Municipality's capacity, ability, resources, systems and procedures in developing and implementing a PMS. Essentially developing the iLembe PMS implies that a framework is developed that describes and represents how the Municipality's cycle and performance planning, monitoring, measurement, review and reporting will happen, be organised and be managed, whilst determining the roles of different role players.

The iLembe PMS does the following:

- Demonstrates how it will operate and be managed from the planning stage up to the stages of performance review and reporting.
- Defines the roles and responsibilities of each role-player, including the local community, in the functioning of the system.
- Clarifies the process of implementing the system within the framework of the IDP process.
- Determines the frequency of reporting and the lines of accountability for performance.
- Links the organisational performance to employee performance.
- Provides for the procedure by which the system is linked with the municipality's IDP processes.
- Shows how any general key performance indicators contained in the Municipal Planning and Performance Management Regulations, 2001, will be incorporated into the municipality's planning and monitoring processes.

The key outputs identified for the iLembe PMS are:
- Assessed reality in terms of existing systems and models.
- Gaps analysed between IDP and PMS requirements.

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- Communication with internal stakeholders and Local Municipalities, i.e. one-on-one input sessions, internal and external workshops with various stakeholders.
- Development of the Municipality and Departmental Scorecard Templates.
- Stakeholder input to the draft scorecards.
- Finalised scorecards for Council approval as a performance planning and measurement tool.
- Coaching of iLembe PMS team on completion of scorecards, including workshops with internal stakeholders.
- Verification of the Portfolios of evidence before submission to the Internal Auditors for auditing purposes.
- Credible information reported to the public

9.3 ILEMBE SCORECARD AND SDBIP

The SDBIP marries the Performance Management System (as required under the Municipal Systems Act) with the budget and the IDP. Thus the strategic direction mapped out in the IDP is matched with financial resources and delivery of services as specified in the PMS. The requirement for an SDBIP is stated in the MFMA, Section 69.3(a) and is the responsibility of the Accounting Officer or the Municipal Manager. It can of course be delegated under Section 79. Put simply the SDBIP allows the budget to be implemented fully as it identifies:

- The Strategic Imperative – Through links with the IDP.
- The Financial Imperative – Through links with the budget.
- The Performance Imperative – Through links to the PMS.

The National Treasury Circular 13 describes in detail the approach to SDBIPs. Basically there is a high level SDBIP for the purposes of high level monitoring by stakeholders, backed by full detail all the way to the individual employee. Starting from the top (the MM), all staff operate under KPIs within the identified KPAs. In effect the SDBIP becomes the implementation tool for the budget and the basis for non-financial monitoring.

At the highest level every vote could be aligned to an IDP strategy and some KPIs. These then form the basis of future monthly and in year reporting. The state of play at iLembe is that the budget is already married to the IDP and performance indicators are developed for each vote or capital project.

The municipality embarked on a strategic planning session in September 2011, where a five (5) year strategic plan was developed and included Indicators and targets for the 5 years for each business Unit.

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CONCLUSION

This new 5 year IDP of iLembe District Municipality seeks to simplify IDP rhetoric and focus on the outcome and impact of service delivery. It is imperative to note that for next five years ILembe District Municipality will upscale service delivery aligned with the call from the President to induce service delivery through methods that ensure employment and reduce poverty levels thus improving quality of life for iLembe residents.

The iLembe IDP brings a new era on performance based service delivery strategy that incorporates various government tools that focus on performance, alignment, IGR, job creation and “speedy service delivery”. In developing this IDP, iLembe District Municipality ensured that all municipal structures form part of the core that contributed in the production process. The people’s needs set the tone for the next five years; the municipal political structure brought a dynamic oversight to ensure that the people’s needs are a backdrop that informs the prioritization process, which leads to implementation strategies that seeks to induce service delivery.

Job creation is at the core of ILembe’s 5 year service delivery strategic plans. Enterprise ILembe Economic Development Agency in partnership will all iLembe family municipalities seek to fast track job creation projects in various economic sectors, i.e. agriculture, tourism, manufacturing and retail/services. As part of a single performance strategy Enterprise ILembe is at the core of ILembe’s 5 year service delivery strategic plans that seek to speed up implementation of projects and create more jobs for the ILembe District citizens.

Eradication of service delivery backlogs is inter alia the driving factor in the next 5 years. ILembe District has enhanced its partnership with sector departments and government agencies, thorough various forms of engagements i.e. IGR and Sector alignment engagements.

In ensuring that job creation through an accelerated service delivery strategy does not compromise a fragile green environment of ILembe as whole, the District has adopted its Environmental Management Framework (EMF) and it adheres to all NEMA requirements, in its endeavour to fast track service delivery. The current IRSDP and SDF are aligned to the EMF that will create the foundation for more efficient development approval process. Moreover Enterprise iLembe is also in a process of enhancing green economy opportunities in keeping with COP 17 resolutions that put emphasis on more to be done on green economy as part of main stream economics. Biodiesel is one of the many projects that emanate from a number of programmes that Enterprise iLembe has put in place in participating within the green economy sector.

In conclusion iLembe District Municipality is aligning all its strategic plans (5 year plans, Key Performance Areas, business plans etc.) in order to ensure adequate alignment with government programmes on job creation. ILembe will surely create an environment for private and international investors to see this vast area as an investment destination that can rival any part of South Africa, Africa and the World.

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LIST OF ANNEXURES

ANNEXURE A: SPATIAL DEVELOPMENT FRAMEWORK (SDF)
ANNEXURE B: DISTRICT GROWTH AND DEVELOPMENT PLAN (DGDP)
ANNEXURE C: DISASTER RISK MANAGEMENT SECTOR PLAN
ANNEXURE D: DRAFT CAPITAL INVESTMENT FRAMEWORK (CIF)

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